

Digitized by the Internet Archive
in 2010 with funding from
Lyrasis Members and Sloan Foundation

<http://www.archive.org/details/governorsprogres00conn>

The Governor's Progress Report

*Status of Implementation of Recommendations by the
Governor's Commission on Services and Expenditures*

747se

.3



It is vital to the economic health and prosperity of the State of Connecticut, to the happiness and well-being of its people, that its administrative services be conducted on a sound, efficient, and economical basis."

Thomas J. Meskill
Governor, State of Connecticut



Executive Order No. 1



WHEREAS, the proliferation of services undertaken by State government and the ever-increasing costs of those services have become matters of deep concern to the people of the State of Connecticut; and

WHEREAS, it is vital to the economic health and prosperity of the State of Connecticut, to the happiness and well-being of its people, and to the morale of State employees that its administrative services be conducted on a sound, efficient, and economical basis, and that the people of this State be assured of the wise expenditures of their tax dollars; and

WHEREAS, many private citizens, including leaders of business and industry in this State, have volunteered their services to perform a detailed examination of the administration of services provided by the State and the procedures employed by the State in providing them;

NOW, THEREFORE, I, THOMAS J. MESKILL, Governor of the State of Connecticut, by virtue of the authority vested in me by the Constitution and by the statutes of this State do hereby ORDER and DIRECT:

1. There shall be a study and analysis of the offices, departments, boards, commissions, councils, and other agencies of the State and of the functions of State government to ascertain the means by which and the manner in which the services of the State of Connecticut may be afforded to its citizens in the most efficient, expeditious, and economical manner.

2. Said study and analysis shall be undertaken on behalf of the Governor by a non-profit corporation to be known as Governor's Commission on Services and Expenditures. I hereby appoint Edwin D. Etherington of Old Lyme, Connecticut, to be the Chairman of that Commission and Richard M. Stewart of Waterbury, Connecticut, to be Vice Chairman. The Commission may select and retain such agents, assistants and consultants, and may utilize the services of such private citizens, including persons from Connecticut's business and industry, as it deems necessary and appropriate to carry out its functions.

3. (a) The Commission is authorized to call upon any office, department, board, commission, council or other agency of the State, and any officer or employee of the State, to supply such

statistical data, program reports, and other information and materials as the Commission deems necessary or appropriate to discharge its responsibilities under this Order.

(b) Each office, department, board, commission, council, or other agency of the State and each officer or employee of the State is authorized and directed, to the extent not inconsistent with law, to cooperate with the Commission and to furnish it such information and assistance as it may find necessary or appropriate in the discharge of its responsibilities under this Order.

4. The Commission shall render to the Governor such interim reports as it may deem appropriate or as the Governor may request; and, upon the completion of its work, the Commission shall render a full report of its findings and recommendations as it deems appropriate in the premises.

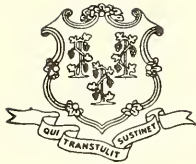
5. This Order shall take effect immediately.

GIVEN, under my hand and seal this seventeenth day of March, in the year of Our Lord, One Thousand Nine Hundred and Seventy-One, and of the Independence of the United States, the one hundred and ninety-fifth.

THOMAS J. MESKILL
Governor

ATTEST:

GLORIA SCHAFFER
Secretary of State



STATE OF CONNECTICUT

Office of Implementation
The Governor's Commission on Services and Expenditures

Thomas B. Coates, *Director of Administrative Implementation*

May 25, 1973

The Honorable Thomas J. Meskill
Governor of Connecticut
Hartford, Connecticut

Dear Governor Meskill:

The Governor's Commission on Services and Expenditures was organized in accordance with your Executive Order No. 1 issued March 17, 1971. Its recommendations were submitted to you in October 1971. On November 9, 1971 you appointed Lieutenant Governor T. Clark Hull, Commissioner Henry White and myself as the Implementation Team charged with the responsibility of implementing the recommendations which required Executive and Legislative action.

The implementation effort has resulted in substantial economies and a general improvement in the efficiency of State government. Many recommendations have been implemented which involve no measured economies but will provide a substantial increase in the level of quality of service being delivered to Connecticut's citizens, and in some instances, become an important contributing factor to the overall quality of life in the State.

The business and industrial community of Connecticut can be proud of their contribution to this effort. Because of their support, not one dollar of State tax revenue has been expended on the Report or its implementation and their investment is reaping rewards for every taxpayer.

The single most important factor to the success of the implementation, to date, has been your uncompromising commitment and the corresponding enthusiastic cooperation of your administration. It is this spirit that will continue to bear dividends as the implementation effort and its effects continue to benefit the citizens of Connecticut in the years to come.

Sincerely,

THOMAS B. COATES
Director of Administrative
Implementation of the Report
by the Governor's Commission on
Services and Expenditures

The Governor's Commission on Services and Expenditures

Chairman

Edwin D. Etherington

Vice Chairman and Chairman of Executive Committee

Richard M. Stewart

Study Team Leaders and Executive Committee Members

Donald J. Day
Robert A. Eden
Samuel B. Hellier
C. Roger Watrous
George E. Williams
P. Adger Williams

Secretary and Treasurer

Kenneth A. Wood, Jr.

Finance Chairmen

James F. English, Jr.
John H. Filer
John O. Nicklis
Nelson L. North

Finance Officers

John Mitovich
Howard A. Moreen
E. Cortright Phillips
John T. Wilcox

Counsel

Ralph G. Elliot, Special Counsel
John H. Riege, General Counsel

Consultants

Warren King and Associates, Inc.

Commission Members

L. Lee Allison
E. Corey Balsinger
Edward C. Ball
Edward R. Bancroft
Charles Bangert, Jr.
Donald C. Bishop
William H. Boysen
Stephen C. Carlette
A. Gordon Clarke, Jr.
Edward J. Cosgrove

Albert R. Dobie
W. Edward Dowling
Peter P. Dzubay
Eugene D. Emigh
Richard H. Faulkner
John P. Garey
Roger A. Gelfenbien
Joe J. Gibeault
Charles E. Glatz
George W. Gregory
John C. Griggs, II
William L. Grupp
Rudolph E. Hirsch
Richard T. Horner
George D. Huff
Carroll J. Hughes
John W. Hughes
Robert E. Jackson
Leonard B. Johnson
Richard A. Kron
David Laidlaw
James J. Larkin
William F. Lowe
Edwin L. Lyon
Robert T. MacBain
Warren T. MacGovern
Marc J. Patterson
Charles F. Reis

Hendrik J. Rodenburg
Edward J. Rossi
Barry D. Schumaker
Albert F. Schwantor
Charles M. Sochowicz
Richard C. Sturmer
Hugh K. Switzer
Dale J. Thomas
Jacob M. Townsend, Jr.
Joseph Traut
Howard G. Tuttle, Jr.
Raymond F. Varley
Allan A. Watson
Weston H. Werst
Danny C. Williams
D. Norton Williams
John M. Wood, Jr.

Supporting Staff

Christy A. Ames
Edith Bijas
Gudrun Ferry
Jacqueline C. Franciosi
Edna K. Getzewich
Gloria S. Hall
Katie Ruimerman
Kathleen Varriale

Sponsoring Organizations

Acme Shear Company
Aerosol Techniques, Inc.
Aetna Life & Casualty
American Can Company
American-Standard
American Thread
Anaconda American Brass Co.
Arthur Anderson Company
Arrow Hart, Inc.
Arthur Young & Company
Associated Spring Corporation
Atlantic Carton Corporation
Avco Corporation
Barden Corporation
Becton, Dickinson & Company
C. W. Blakeslee & Sons, Inc.
Bridgeport Brass Co.
Bristol Brass Corporation
Bristol Savings Bank
Homer D. Bronson Company
Bunker Ramo Corporation
Burndy Corporation
Burritt Mutual Savings Bank
CBS Laboratories
Carpenter Technology Corp.
Chase Brass & Copper Co. Inc.
Chesebrough-Pond's Inc.
Chester Trust Company
Citizens Bank and Trust Company
Citizens National Bank of Putnam
City National Bank of Connecticut
City Savings Bank

Clairol, Inc.
Clinton National Bank
Colonial Bank and Trust Company
Colt's Inc.
Colt Industries
Combustion Engineering, Inc.
Community Banking Company
Connecticut Bank and Trust Company
Connecticut General Life Insurance Company
Connecticut Medical Service, Inc.
Connecticut Mutual Life Insurance Company
Connecticut National Bank
Connecticut Natural Gas Corp.
Connecticut Printers, Inc.
Connecticut Savings Bank
Connecticut Water Company
Consolidated Diesel Electric Co.
Consolidated Foods Corp.
Cottrell Company
Cory Coffee Service Plan, Inc.
Covenant Group
Deep River National Bank
Dorr-Oliver, Inc.
Dunham-Bush, Inc.
Durham Manufacturing Company
Eastern Company
Echlin Manufacturing Company
Edwards Company, Inc.
Electro Motive Manufacturing Co.
Emhart Corporation
Ensign Bickford Company
Ernst & Ernst

Fafnir Bearing Co.
Fawcett Publications Incorporated
Fenn Manufacturing Company
F. D. Grave and Son, Inc.
Fidelity Trust Company
First Federal Savings & Loan Association
of Waterbury
First National Bank of Litchfield
First National Bank of Suffield
First National Stores, Inc.
First New Haven National Bank
Fitzgerald Manufacturing Company
General Electric Company
General Motors Corporation
G. Fox & Company
General Dynamics Corporation
Glastonbury Bank and Trust Company
C. R. Gibson Company
Greater Hartford Corporation
Hale Manufacturing Company
Hamden National Bank
Handy & Harman
Hartford Courant
Hartford Hilton Hotel
Hartford Insurance Group
Hartford National Bank and Trust Company
Hartford Steam Boiler Inspection &
Insurance Company
Harvey Hubbell, Inc.
Haskins & Sells
Heublein, Inc.
ICI America, Inc.

Insilco Corp.
 International Business Machines Corporation
 Jacobs Manufacturing
 Jenkins Brothers, Inc.
 Kimberly-Clark Corporation
 King-Seeley Thermos Co.
 Knights of Columbus
 Lafayette Bank and Trust Company
 Lone Star Cement Corporation
 Lux Time
 Lybrand Ross Bros. & Montgomery
 MacDermid, Inc.
 Manchester State Bank
 Marlin Firearms Co.
 McGraw-Edison Company
 Mechanics and Farmers Savings Bank
 Mechanics Savings Bank
 Middlesex Mutual Assurance Company
 Middletown Savings Bank
 Nash Engineering Company
 Naugatuck Valley Industrial Council Inc.
 New Britain Bank and Trust Company
 New Britain National Bank
 New Haven Savings Bank
 New Haven Water Co.
 North & Judd Manufacturing Co.
 Northeast Utilities Service Co.
 Northern Connecticut National Bank
 The North Side Bank and Trust Company
 Olin Corporation
 Peat, Marwick, Mitchell & Co.
 Peoples Savings Bank
 Pepperidge Farm, Inc.
 Perkin-Elmer Corporation
 Pervel Industries, Inc.
 Peter Paul, Inc.

Pfizer, Inc.
 Phoenix Mutual Life Insurance Company
 Pitney-Bowes, Inc.
 Plainville Trust Company
 Plasticrete Corporation
 Post Publishing Company
 Pratt & Read Corporation
 Price Waterhouse & Co.
 Producto Machine Company
 Putnam Trust Company
 Raybestos-Manhattan Inc.
 Raymond Precision Industries, Inc.
 Remington Arms Company, Inc.
 Risdon Manufacturing Company
 Rogers Corporation
 Royal Typewriter Co.
 Salisbury Bank and Trust Company
 Sargent & Company
 Savings Bank of Ansonia
 Savings Bank of Manchester
 Savings Bank of New Britain
 Scovill Manufacturing Co.
 Second National Bank of New Haven
 Security Insurance Group
 Sheffield Tube Corporation
 Shell Chemical Co.
 Simsbury Bank and Trust Company
 Singer
 Society for Savings
 Smith-Corona Marchant
 Southern Connecticut Gas Company
 Southern New England Telephone Company
 Stanley Works
 Stanadyne, Inc.
 Standish, Ayer & Wood, Inc.
 State-Dime Savings Bank

State National Bank of Connecticut
 J. P. Stevens & Co. Inc.
 Suisman & Blumenthal, Inc.
 Superior Electric Company
 Texaco, Inc.
 Textron, Inc.
 Henry C. Thompson Company
 Timex Corporation
 Torrion Corporation
 The Torrington Company of Connecticut
 Touche Ross & Company
 Travelers Insurance Companies
 Truelove & Maclean, Inc.
 TRW Foundation
 U.S.M. Corporation
 Union Carbide Corporation
 Union Trust Company
 Uniroyal, Inc.
 United Aircraft Corporation
 United Bank & Trust Company
 United Illuminating Company
 Van Leeuwen Advertising, Inc.
 Veeder Industries, Inc.
 Wallace Silversmiths, Inc.
 The Wallingford Steel Company
 Warnaco, Inc.
 Stewart Warner Corporation
 Waterbury Buckle Company
 Waterbury Companies, Inc.
 Waterbury Savings Bank
 Westport Bank & Trust Company
 Westport National Bank
 Wilmot Wheeler Foundation, Inc.
 Wiremold, Inc.
 Xerox Corporation
 Yale University

Foreword

Governor Thomas J. Meskill, concerned with the ever increasing costs of the proliferation of state services, organized a Commission to “study and analyze the offices, departments, boards, commissions, councils and other agencies of the State and the functions of State government to ascertain the means by which and the manner in which the services of the State of Connecticut may be afforded to its citizens in the most efficient, expeditious, and economical manner.”

The Governor’s Commission on Services and Expenditures, organized by Executive Order Number 1, was completely financed by the contribution of manpower, funds and equipment exceeding \$600,000 by business and industry.

The Report

In October, 1971, the Commission delivered to the Governor a report of its study of the Executive Branch of State government. Eight hundred and twenty-one recommendations were proposed including emphasis on the need for a major reorganization of the Executive Branch.

Potential savings, outlined in the Report, amounted to over 150 million dollars annually, plus additional millions in “one-time” savings. In addition to the potential economies in the Report, many recommendations involved improvements in service.

Implementation

On November 9, 1971, Governor Meskill appointed Lieutenant Governor T. Clark Hull as Director of Legislative Implementation, Thomas B. Coates as

Director of Administrative Implementation and Commissioner Henry C. White as State-Wide Coordinator of Implementation. This team was charged with the responsibility of carrying out the mandate of the Governor: to implement the Report of the Commission as fully and expeditiously as possible.

All members of the Executive Branch were directed by the Governor to cooperate, to the fullest extent, with the Implementation Team.

State Employees

It was inevitable that many employees would be affected by implementation of the Report. Governor Meskill directed that a policy of attrition, coupled with a personnel policy aimed at relocation of affected employees be carried out. Few, if any, exceptions to this policy have occurred during implementation and the result has been an orderly and humane approach to the elimination of excessive jobs and positions.

Progress

Approximately 55 percent of the recommendations in the Report have either been fully implemented or are in process. Twenty-two percent require further evaluation before definitive action can occur; and twenty-three percent of the recommendations have been determined not to be implemented.

Many of the recommendations presently implemented or in process have been modified due to considerations of policy. In certain instances recommendations have been expanded upon to include additional necessary

administrative reorganization not apparent at the time the study was conducted or due to expansion of programs subsequent to the Commission's analysis.

Potential savings, as outlined in the Report, were compared against the base-line of the 1970 fiscal year. The figures included a percentage to cover the savings in office space as a result of a reduction in the number of employees. The Report also included the potential savings to be derived from the elimination of many vacant positions, that could have been filled in the future, had they not been eliminated.

In determining the actual savings as a result of implementation no amount is included for savings resulting in additional space due to fewer employees. The space definitely has value, and is appreciable, but very difficult to assess in actual dollar amounts for reporting purposes.

Also, because recommendations are being implemented in a continuum of degree, over more than one fiscal

year, all savings are compared against a base-line of the appropriate fiscal year and not fiscal year 1970.

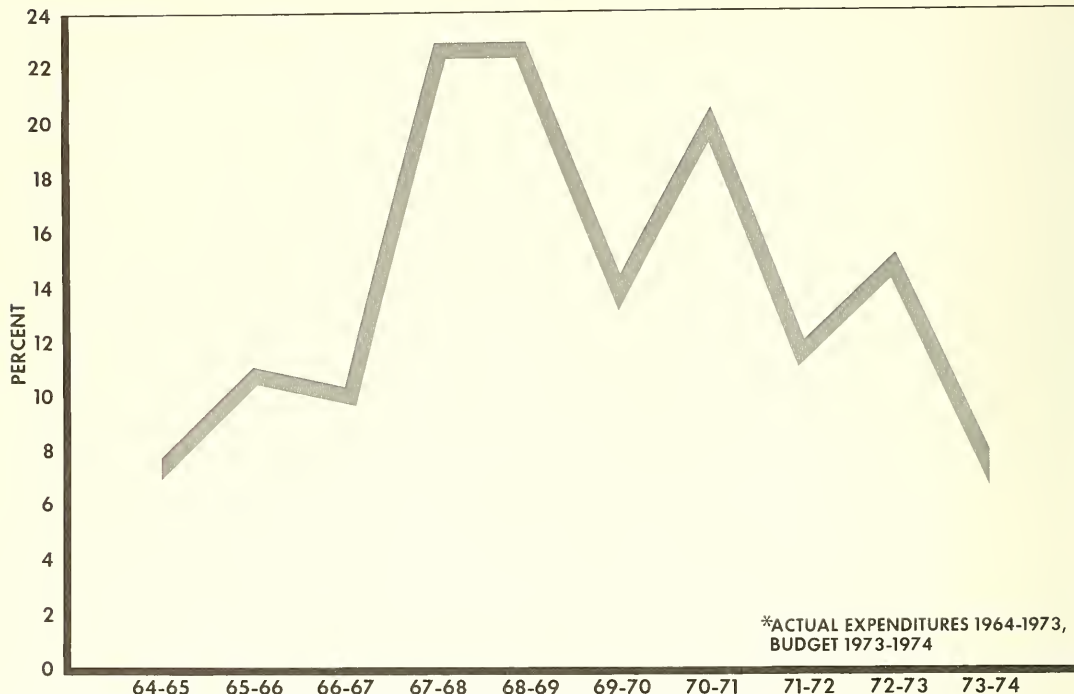
The Commission properly considered savings to be derived from the elimination of many vacant positions. If a position does not exist, the ability to fill it does not exist. However, for reporting purposes, the implementation results do not consider this factor. The implementation dollar results reflect the savings which are apparent between one fiscal year and the next.

Conclusion

The Report by the Commission has been extremely valuable in producing a more efficient and economical system of State government. The results today and in the future will continue to depend on the leadership of the Governor, partnership with the Legislature, cooperation of the Commissioners and all State employees and a desire by the citizens of Connecticut to experience a more responsive system of government.

Percent of Increase in Expenditures

July 1964-June 1974*

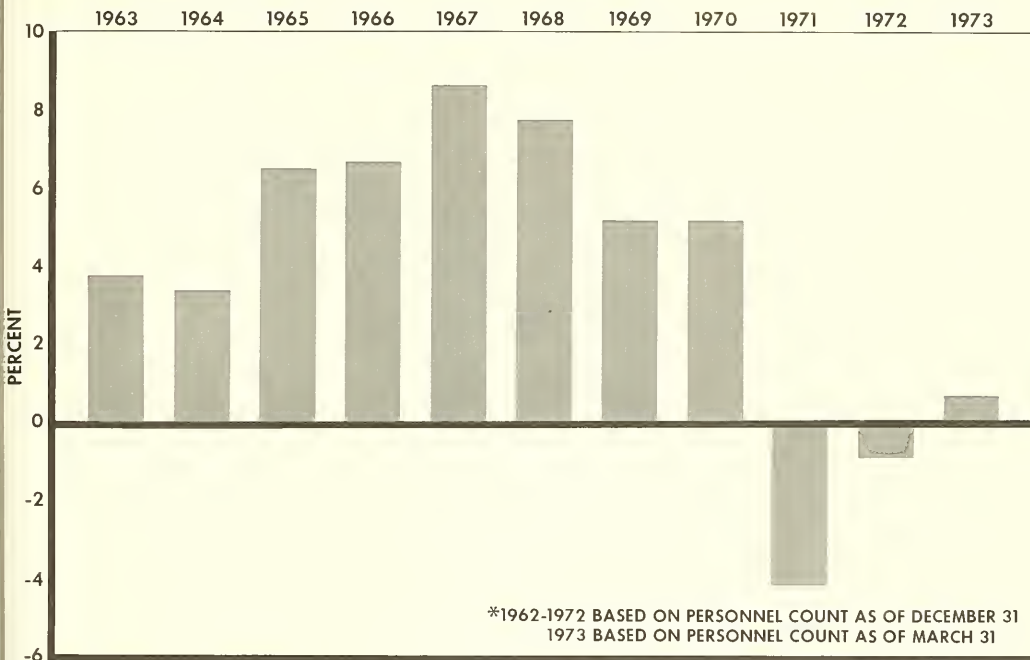


Budget Expenditures Graph

The above graph reflects the percentage of increase in General Fund expenditures from year to year beginning July, 1964, through June, 1973 (projected). The fiscal year 1973-74 figure represents the budgeted amount. Although expenditures have increased each year during this period, the accelerating rate of increase has been halted and the trend has been reversed.

Percentage of Increase or Decrease Full-time Employees, Executive Branch

1963-1973*

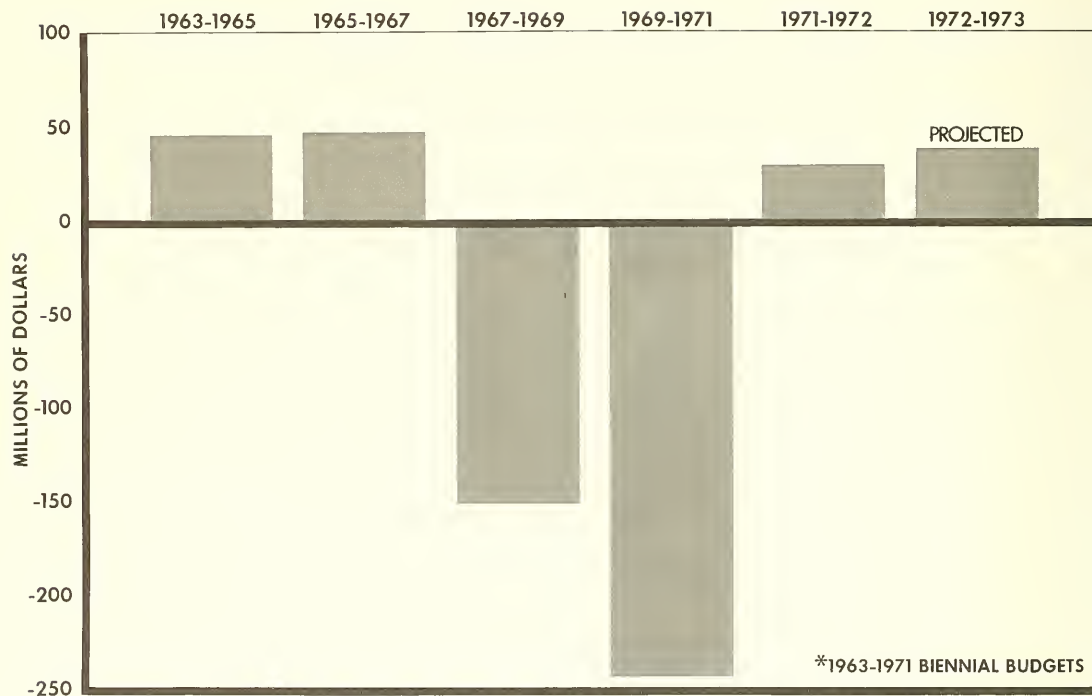


Personnel Graph

The above graph reflects the rate of change in the number of full-time Executive Branch employees. As of December, 1962, State employees totaled 23,869 as compared to 37,779 eight years later (1970), an increase of 58%. By December, 1972, the number of full-time employees declined by 1,901 to 35,878 without a reduction in the level of services. The increase of 0.7% in the number of State employees in 1973 results from increased staffing due to an expansion of State services.

Operating Surplus or Deficit

1963-1973*



Surplus Deficit Graph

This graph indicates fiscal performance on a budget-by-budget basis for the period 1963-1973. The surplus for 1973 is an estimate.

(Note: Budgets between 1963 and 1971 were biennial.)

Programs

Council on Human Services

"Our goal is quality services for Connecticut and the Council approach seems to me best calculated to achieve that goal," Governor Meskill emphasized, as he signed into law an Act which focuses on the improvement of the delivery of human services in the State of Connecticut. The Council will aim to prevent duplication and to develop a coordinated approach to human service needs.

A minimum of two pilot programs will be carried out by the Council. These programs will "test the validity of alternative systems for the delivery of human services," and will become invaluable in the development of more effective coordination between public, private and volunteer agencies in the delivery of such services.

Department of Commerce

With the creation of a new Department of Commerce, the Administration will make it possible for business and industry to have a central contact point within State government.

It will be involved with tourism promotion and, most important of all, will provide financial services including industrial revenue bonds and development park grants.

All of the work to be carried out by the Department of Commerce will focus on the Administration's goal of producing more jobs for Connecticut's citizens and the continued growth of Connecticut's economy.

Undercliff Mental Health Center

Community mental health services in Connecticut have increased substantially under the Meskill Administration.

The Undercliff Mental Health Center, serving the central part of the State, including the Towns of Wallingford, Meriden, Southington and Cheshire, has increased its services to area residents by

ninety percent since 1970. 1450 individuals availed themselves of its five comprehensive services of inpatient, outpatient, emergency, partial hospitalization, and consultative care during fiscal year 1973, compared to 800 in 1970.

In an effort to improve the quality of care being delivered, three of the services offered at the Center are new and all five have been expanded through more effective management of existing resources and increased family participation and community involvement.

Hartford Regional Market

The marketing area for the farmers is being improved for the benefit of the consumer. Presently, farmers remain at the market between 4:00 a.m. and 6:00 a.m. and sell their produce basically to wholesalers. The improvements call for the construction of covered stalls; and will allow the farmers to maintain sale hours until 11:00 a.m., including Saturdays.

"In these days of rapidly escalating food costs, I feel it is absolutely essential that this Administration do everything in its power to expand this marketplace for the benefit of area residents," Governor Meskill said in announcing the expansion.

Connecticut Development Commission

The Connecticut Development Commission has established a sophisticated Word Processing System, which integrates the concept of a typing pool with the capabilities of automatic typewriters and modern dictating equipment. Large volumes of correspondence such as found at the Connecticut Development Commission are processed faster and more efficiently by use of the systems pre-programming capabilities; e.g., "standard paragraphs," "standard letters." This system may serve as a conceptual model for similar systems in other State agencies.



"... consumers will be encouraged to use the Hartford Regional Market facility and take advantage of the great array of farm fresh produce at reasonable costs."

GOVERNOR THOMAS J. MESKILL

"Our concern has been and remains with the individual. We will measure our success by how effective we are in delivering services to the recipient."

GOVERNOR THOMAS J. MESKILL

Phase-Out of Niantic Prison for Women

Beginning in July 1973, a gradual phase-out of the Women's Prison at Niantic was begun through a purchase of services arrangement with the YWCA in New Haven and Watkinson House, Hartford. Implementation of the residence program at the New Haven YWCA was made possible through a grant of over \$50,000 from the New Haven Foundation, with the Department of Correction assuming full costs of the YWCA program after one year of operation.

Over the next two years, two-thirds of the present Niantic population of 150 will be assigned to similar residences and community correctional centers. The remaining inmates, those not ready for community programs, will be transferred to two cottages at Cheshire where a co-educational core of services will be available by 1976. The Niantic phase-out will provide maximum reintegration for community living for female offenders and at an annual operational savings of one million dollars.

Jobs for Welfare Recipients

The Administration has made a concerted effort to find employment for as many welfare recipients as possible. Combining the efforts of the Welfare Department and the Labor Department into one efficient and effective program, the Administration has placed nearly 3,000 recipients in jobs in less than one year. By the end of 1973, the State of Connecticut will have more than doubled the number of recipients who are working and contributing toward the assistance they receive.

Home Health Care

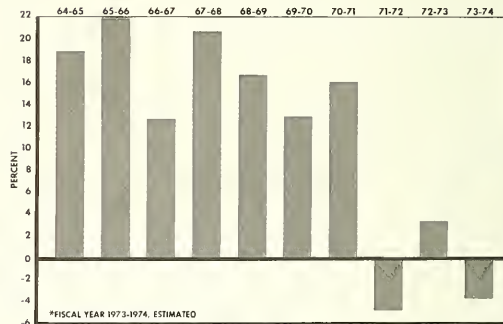
Plans have been announced for the development of alternatives to convalescent home care for the elderly. The belief that older persons will be happier and

live longer if we provide care for them at home with relatives or in the community prompted the Governor to initiate this program. The goal of the program is quality health care.

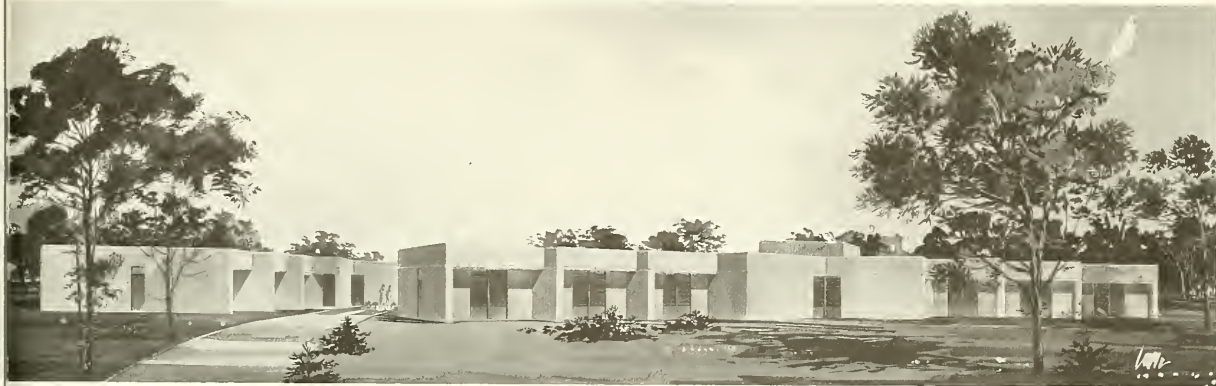
Reduced Welfare Administrative Costs

Prior to the Meskill Administration the Welfare Department spent 11.1 cents of every dollar for administrative costs. Now, two years later, the costs have been reduced to 6.9 cents of every dollar because of greatly improved management procedures.

Rate of Increase or Decrease Administrative Costs, Welfare Department 1965-1974*



This graph shows the actual decrease in departmental administrative costs. It should be noted that these decreases occurred, despite an overall rise in governmental expenditures.



"Our Corrections System, particularly from the point of view of facilities, is in the midst of a renaissance which, to my knowledge, is unmatched anywhere in the country."

GOVERNOR THOMAS J. MESKILL



"Independence and self-sufficiency are essential if man is to have true dignity. Through job training and employment programs we have been able to substantially reduce the welfare rolls and enable people to attain higher levels of achievement and reward."

GOVERNOR THOMAS J. MESKILL

Tax Department

The Tax Department is implementing a Selective Audit System which, through the utilization of computers, will make it possible to differentiate the firms with high audit revenue potential from those whose potential is low. Emphasizing audits of firms with high revenue potential will increase tax revenue, maximize returns in relation to audit cost, and will be a contributing factor in the efforts to ease the tax burden for the citizens of Connecticut.

Cash Management

The Treasury has dramatically improved the Cash Management Program of the State, resulting in substantial benefit to the taxpayer.

The program involves the investing of as many dollars as possible of available cash in order to maximize the return on investments. This program resulted in over a 300 percent increase in investment income from the General Fund and those Bond Funds available to the General Fund during the 1972 fiscal year.

Regulations for State-Owned Fleet

New regulations have been promulgated in order to tighten control of the use of State-owned motor vehicles and personally-owned motor vehicles on State business. These more stringent regulations are designed to insure more efficient administration of the State fleet and to reduce the demand for additional vehicles not absolutely necessary to the efficient administration of government.

Motor Vehicle Department

In an effort to streamline operations, the Motor Vehicle Department has been completely reorganized. This step, coupled with the modernization of internal systems and procedures, has allowed the department to

increase services, and at the same time reduce costs.

The department has established a policy of remaining open Thursday nights and Saturday mornings to accommodate those citizens who, due to their own work schedules, are unable to transact business during regular working hours.

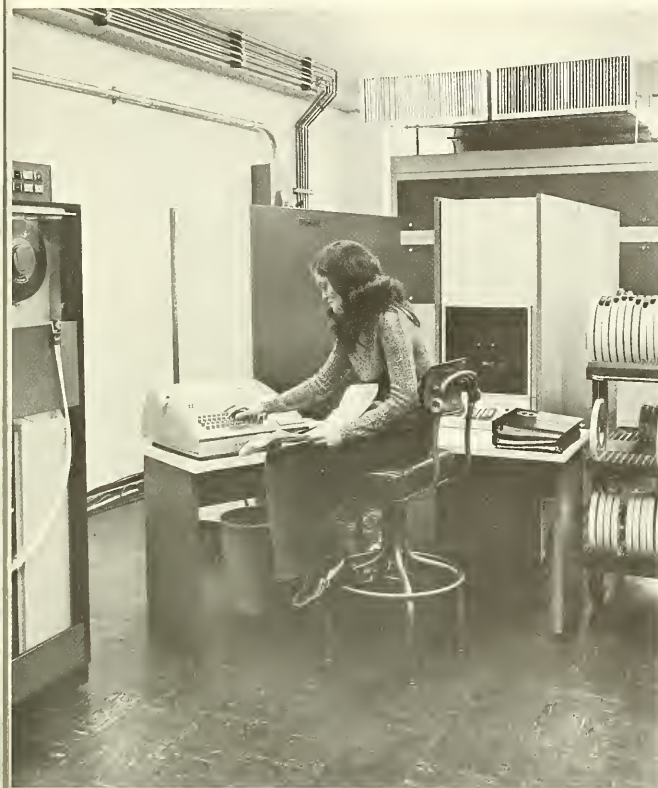
Vietnam Bonus Division

The Vietnam Bonus Division was staffed with 26 employees at the time of the Report. However, the workload decreased to a point where an average of only 50 checks were being issued per day. Staffing has been reduced to 12 employees to process the decreasing workload, and procedures have been developed to allow for additional reductions as the workload continues to decline.

Connecticut State Employees' Suggestion Awards Program

The Connecticut State Employees' Suggestion Awards Program is a new program which promotes a closer working relationship between the rank and file and management resulting in substantial economic benefits to the State. To stimulate participation in the program new suggestion and evaluation forms, original promotional materials in place of commercial posters, the appointment of new suggestion committees in each agency and institution, the appointment of a new Advisory Council whose members represent approximately eighty percent of our State employees, and the establishing of a new policy with the Executive Director of the program visiting each State agency were all introduced.

Award ceremonies — the first of which was held on April 5, 1973 — were also started; awards exceeding four thousand dollars have already been paid with an estimated savings of at least fifty thousand dollars having been realized thus far.



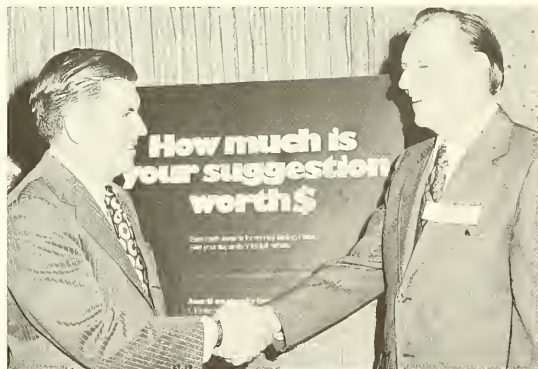
"Through the use of a new selective audit system, in conjunction with sound management, the State is able to maximize the collection of taxes due. This aids in the attainment of a more equitable distribution of the tax responsibility and some additional relief from the pressure for increased taxes on Connecticut's citizens."

GOVERNOR THOMAS J. MESKILL



"Newly remodeled offices, accompanied by new and convenient hours on Thursday evenings and Saturday mornings at every motor vehicle office; recognizes the prime responsibility of State Government . . . service to people."

GOVERNOR THOMAS J. MESKILL



"Everything starts with an idea. Every successful invention and new process first existed in someone's imagination."

GOVERNOR THOMAS J. MESKILL

Department of Children & Youth Services

The consolidation of the Connecticut School for Boys and the Long Lane School is a forward step in juvenile delinquency treatment for the State of Connecticut. It has permitted the best program aspects of both institutions to be joined together for an improved overall program. By moving the boys to the Long Lane School, the newer and more spacious facilities at Long Lane are better utilized. In addition, since the best run and most effective training schools presently operating in the United States are coeducational, Long Lane will now be more efficient while at the same time will more nearly approximate a community-based setting.

Improved Property Management Program

The State of Connecticut owns approximately 197,000 acres of land and about 3,500 buildings and related structures. In addition, it leases approximately 2,000,000 square feet of space. However, an accurate and comprehensive record of all space and buildings (leased and owned) does not exist.

A cooperative program by the Department of Public Works, the Office of Comptroller, the Department of Finance and Control and others has been implemented to devise a computerized space information bank which will be available for use in effecting more efficient space utilization. The design of this computerized system has been completed and information is now being entered.

Utilization of this system will preclude further purchase or lease, if appropriate space is already available, and will result in savings measured in many millions of dollars.

Data Processing

The computer and its capability to provide necessary information for effective decision making is one of

the most important executive management tools in the administration of efficient and responsive State government.

The State's investment has grown from a few thousand dollars in 1965 to over fifteen million in 1973 and the projection is for many millions more in the next few years.

As a result of the use of "third party lease agreements," the State Data Center has been able to double its processing capabilities with a reduction in hardware cost of approximately \$850,000 per year, thereby reducing the overall unit cost of an invaluable element in sound management.

Recognizing the necessity of Executive management control over data processing and its importance to the planning and decision making process, the 1973 Legislature transferred the responsibility from the Office of the Comptroller to the Executive Branch.

Chronic Disease Evaluation and Rehabilitation

In announcing the new program Governor Meskill said, "Our Home Health Care Program, being carried out by the Welfare Department, has made it possible for many individuals residing in nursing homes, to return to their natural home environment and to continue their lives in the warmth that only a family's love can offer."

Many more individuals will be able to return home and some will even be capable of working again as a result of a new program of chronic disease evaluation and rehabilitation now being planned at Cedarcrest Hospital. Presently in Connecticut there are 12,000 residents of nursing homes on welfare. This new program will offer renewed hope to many of these individuals and families, who have long considered the nursing home a permanent residence.



"The successful institutions nation-wide are co-educational. The programming is more natural and the students begin to take personal interest in themselves . . . hopefully more and more young people will become important, useful citizens both to themselves and to the world around them. The closing of the out-dated Meriden School for Boys and the consolidation of all programs at Long Lane is a forward step in accomplishing these objectives."

GOVERNOR THOMAS J. MESKILL

Recommendations Not Implemented

Governor Meskill charged the Commission on Services and Expenditures with conducting a study of the Executive Branch of State government and to recommend steps necessary to "improve services and reduce expenditures" by State government. This assignment has been completed.

A few recommendations developed by the Commission, although they would have reduced State expenditures and improved efficiency of government administration, have not been implemented by the Administration because of certain considerations not germane to the charge of the Commission.

The decision not to implement these recommendations in no way diminishes the inestimable contribution made by the Commission, but rather, emphasizes the Administration's concern that State government not only become more efficient and economically administered but do so with a total awareness and concern of the effects on the entire citizenry of the State.

Elimination of engineering services to towns

It is true that the State could save considerable expense by eliminating the Department of Transportation's role in providing certain supportive services to communities.

However, it was determined that the services are a necessary component to the ability of many towns to improve and maintain the safety of their roads. The recommendation was not implemented.

Abolish the Historical Commission

Connecticut has a long and proud heritage and is fortunate to have many individuals dedicated to the preservation, study and promotion of relics of historical significance. The Historical Commission has made key contributions in this area and, most recently, has exhibited new vigor and imagination in making Connecticut's past of interest to citizens of today and tomorrow.

Eliminate motor vehicle offices

Though some economies would have been achieved through elimination of selected offices, the result would have been reduction rather than the expansion of services.

The recommendation was rejected and, instead, additional hours were made available to the public through new, convenient Thursday evening and Saturday morning service at all Motor Vehicle offices.

Employee Benefits

1. Restrict sick leave accrual
2. Restrict vacation accrual
3. Reduce vacation allowance
4. Eliminate longevity
5. Limit grievances
6. Impose financial commitment for unions in grievance process
7. Require fee for employee appeal to personnel policy appeal board.

One of the most important factors in the effectiveness of government is the caliber of employee in State service. While many of the recommendations have merit, the effect on morale of employees and the principle of fairness, dictated rejection of the recommendations. State service must attract high caliber individuals and the reduction of benefits is not compatible with that goal.

Revise the procedure for paying school building grants, by returning to the previous practice of paying financial commitments to the towns from the General Fund over a period of 20 years. An annual savings of approximately \$5,000,000 in interest payments by the State would be realized.

This recommendation was not implemented because of the excessive burden it would place upon all the cities

and towns in providing quality education at the most reasonable cost.

Combine the Treasurer's, Comptroller's, Finance and Control and Tax Departments into one agency headed by an appointed Commissioner of Finance.

Reorganization in state government is both desirable and necessary in order to improve communications, accountability, efficiency and total performance. Much has been accomplished in Connecticut and still more is desirable.

However, it was determined that this specific recommendation would not be implemented because of a lack of balance and apparent accountability between income and expenditures.

Connecticut's citizens desire and should receive appropriate checks and balances and the attendant accountability for their taxes and the expenses of government.

Change the requirement that the Council on Mental Retardation must recommend a person for the post of Deputy Commissioner of the Office of Mental Retardation.

This recommendation was rejected by the Legislature following testimony delivered on behalf of Governor Meskill at a Legislative hearing. The Governor stated, "The support and recommendations of those who voluntarily serve on the Council of Mental Retardation and the many parent organizations are vital to the success of the public and private programs for the retarded. Without this vital input, future programs for these special people may be less responsive to the actual needs as seen by those persons so close to the situation."

Eliminate the separate status of the Soldier's, Sailor's and Marine's Fund and incorporate the agency into the Welfare Department, thereby releasing the \$30 million trust fund for other purposes.

This recommendation was rejected. The Fund was

established by the General Assembly in 1919 and has been ably administered by veterans ever since. All financial assistance has been paid entirely from investment income for the purpose of temporary assistance as contrasted with welfare dependence.

Rename the Connecticut Agricultural Experiment Station as the Connecticut Biological Science Center and designate the center as a component of the Department of Environmental Protection or the Department of Agriculture.

The experiment station has for years been recognized as a leader in the nation in agricultural research. Part of its success is due to the independent research it has been able to conduct without the structured accountability demanded by government agencies.

Agriculture is one of our most important industries in Connecticut and the experiment station can best continue to serve the needs of the people as a well-managed independent research laboratory.

Phase Out Cedarcrest Hospital

Cedarcrest Hospital has for a number of years been operating inefficiently at 60-65% capacity. However, rather than close the facility, the Administration is planning greater utilization of the facility through a new program of chronic disease evaluation and rehabilitation of welfare recipients presently in nursing home facilities. This program will be carried out at Cedarcrest Hospital and will not only effectively utilize a valuable resource, but will also offer inestimable benefit to hundreds of Connecticut's citizens by helping them to become more capable of independence: making it possible for many to leave their permanent nursing home environment and to return home to their families.

Implementation Summary

Recommendations Requiring Executive Action - 684

Recommendations implemented and in process	397 (58%)
Recommendations requiring more study prior to implementation	160 (24%)
Recommendations determined not to be implemented	127 (18%)
Annual savings/income, actual/anticipated, implemented/in process	\$39,405,313
One-time savings/income, actual/anticipated, implemented/in process	\$11,638,350

Recommendations Requiring Legislative Action - 152

Recommendations implemented and in process	61 (40%)
Recommendations requiring more study and debate	20 (13%)
Recommendations determined not to be implemented	71 (47%)
Annual savings/income, actual/anticipated, implemented/in process	\$ 4,900,600
One-time savings/income, actual/anticipated, implemented/in process	\$ 4,825,000
Total savings/income, actual/anticipated, implemented/in process	\$44,305,913
Total one-time savings/income, actual/anticipated, implemented/in process ..	\$16,463,350
Potential savings from recommendations requiring more study	\$35,000,000

Digest

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
GOVERNOR'S OFFICE						
1. Provide adequate offices for the Governor and his staff.	X		X			
2. Provide the Governor's Office with adequate equipment.	X		X			
3. Improve procedures in the Governor's Office.	X		X			
ATTORNEY GENERAL						
1. Improve secretarial work flow and procedures.	X		X			
2. Modify experience and training specifications for attorneys general III and IV to permit more rapid progression of qualified personnel.	X			X		
3. Revise state property condemnation procedures to insure uniformity.		X			X	
4. Develop a file retention program.	X				X	
5. Redesign clerical procedures to eliminate unnecessary steps and reorganize the clerical staff.	X	X			X	
6. Require documentation of reason for waiving penalties on late filing of annual reports by corporations.	X		X			
SECRETARY OF THE STATE						
1. Assign public relations and liaison activities with respect to town clerks and registrars to the Elections Division and eliminate excess staff.	X				X	
2. Assign responsibility for filing voting machine examination statements and administering the Corrupt Practices Act of the Elections Department.	X				X	
3. Transfer responsibility for the official tabulation of votes to the Elections Div.	X				X	
4. Transfer the functions of the Corporations Div. to the Tax Department.		X		X		
5. Implement recommendations made in 1967 to streamline paperwork and filing procedures in the Elections Division.	X		X			

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
SECRETARY OF THE STATE (cont'd.)						
6. Charge a nominal fee for copies of party rules distributed by the Elections Division.		X	X			(A) 5,500
7. Combine the functions of the Rules and Regulations Section with Notary Public and Justice of the Peace processing and record-keeping in the Administrative and Legislative Div., and simplify the procedure.	X	X		X		
8. Appoint an administrator to handle personnel activities in the Elections Div.	X			X		
9. Employ a clerk to be shared by the Administrative and Legislative, Elections, and Publications Divisions during their respective peak work load periods.	X			X		
10. Dispose of unnecessary typewriters.	X			X		
11. Establish a reasonable records retention schedule for all documents filed and dispose of unnecessary ones.	X		X			
TREASURER						
1. Redesign procedures and reorganize the staff of the Treasury Department.	X		X			
2. Permit consolidation of Town Deposit and Andrew Clark Funds into the School Fund.		X		X		
3. Print recurring checks from the Second-Injury Fund and "registered interest" checks for bonds on data processing equipment.	X			X		
4. Provide adequate fire and theft protection for vital records.	X		X			
5. Add pertinent information including acreage to the data processing records regarding deeds.	X				X	
6. Streamline the Vietnam Bonus Division.	X		X			(A) 102,000
7. Improve security of Vietnam bonus payments.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
TREASURER (cont'd.)						
8. Obtain a legal opinion of the conditions of discharge authorized for Vietnam bonus payments.	X		X			
9. Permit escheats under \$5 to be reported as lump-sums by property holders.	X				X	
10. Permit holders of abandoned property to report unclaimed property on data processing cards in a format which has been approved by the State's Treasurer.	X				X	
11. Improve the present method of handling daily deposits.	X		X			
12. Make the position of Treasurer appointive and have it report to the new Office of Comr. of Finance.		X		X		
COMPTROLLER						
1. Install a comprehensive computer-based accounts payable system.	X				X	
2. Reorganize the Administration, Business Management, and Staff Services Sections.	X	X		X		
3. Eliminate audit performed by the Claims and Check-writing Div. of invoices from agencies with their own audit procedures.	X			X		
4. Limit math checks to invoices over a given dollar value.	X		X			
5. Eliminate verification of vendor check totals by the Treasurer and eliminate difference between Comptroller's and Treasurer's cash.	X				X	
6. Implement a state-wide, computer-based accounting system.	X				X	
7. Eliminate the computer used in Central Payroll.	X		X			(A) 101,000
8. Implement a comprehensive payroll system for state employees, jurors, and retirees.	X		X			
9. Reorganize the Retirement Div. and automate its procedures.	X				X	

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
COMPTROLLER (cont'd.)						
10. Eliminate the Special Services Div. of the Comptroller's dept. and assign its responsibilities elsewhere.	X			X		
11. Make the position of Comptroller appointive and have it report to the new Office of Commissioner of Finance.		X		X		
12. Expand the jurisdiction of the State Employee's Retirement Commission to cover all state retirement and pension administration.		X	X			
COUNTY SHERIFFS						
1. Reassign the responsibilities of the sheriffs and their deputies.		X		X		
2. Abolish the Office of County Sheriffs.		X		X		
TAX DEPARTMENT						
1. Eliminate the Tabulating Section and replace it with a tele-processing system tied into the State Data Center.	X				X	
2. Deposit cash receipts in the bank every day and eliminate two security guards.	X		X			(A) 18,800
3. Reduce the audits done on payment requests for grants-in-lieu of taxes on elderly housing.	X			X		
4. Reduce the clerical force within the Municipal Division.	X			X		
5. Change the property tax relief law.		X	X			
6. Discontinue the practice of approving independent public accountants every year.		X	X			
7. Transfer the responsibility of working with local tax assessors to the Department of Community Affairs.		X		X		
8. Reduce the Municipal Division to the status of a section.	X		X			(A) 15,000
9. Install self-service elevators instead of making major repairs.	X			X		
10. Eliminate one executive assistant.	X		X			(A) 9,600

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
TAX DEPARTMENT (cont'd.)						
11. Strengthen the Stenographic Section.	X				X	
12. Establish a Central Records Section under the Administration Division.	X		X			
13. Institute packet billing and cycle filing for sales taxpayers.	X			X		
14. Implement an audit program based on sampling techniques.	X		X			
15. Eliminate three positions in the Admissions Tax Section.	X			X		
16. Increase the Special Investigations staff by three positions.	X		X			(A) 700,000 +
17. Develop an improved system for selection of sales tax audits.	X		X			(A) 950,000 +
18. Increase the number of sales tax audits.	X		X			Included in # 27
19. Combine the Deficiency and the Adjustment and Delinquency sections and eliminate unnecessary supervisors in the Collections and Accounting Division.	X		X			
20. Improve compliance with the Capital Gains Tax.	X		X			(B) 3,750,000
21. Reduce the inventory of supplies and forms.	X		X			(A) 11,000
22. Develop a plan for replacement of personnel nearing retirement age.	X		X			
23. Eliminate seven assistant supervisor positions from the Tax Unit of the Audit Division.	X		X			(A) 84,000
24. Centralize the responsibility for waiving time penalties.	X		X			
25. Reduce the number of temporary employees.	X		X			(A) 65,000
26. Use excess equipment and space for other state agencies.	X			X		

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
TAX DEPARTMENT (cont'd.)						
27. Change the title of the Department of Taxation and Revenue, include it within a new Dept. of Finance, and change the commissioner's title to Dir. of Taxation and Revenue.		X		X		
PERSONNEL DEPARTMENT						
1. Establish a functional relationship from the various agency personnel officers to the Personnel Commissioner.	X		X			
2. Add an individual with full-range industrial relations experience to the staff.	X		X			
3. Eliminate the practice of giving employees who have resigned preferred reemployment status.		X	X			(A) 10,500
4. Evaluate the economics of requiring preemployment physical examinations.	X				X	
5. Reorganize the Administrative Services Division and automate its procedures.	X				X	
6. Redefine the functions of the Equal Employment Opportunity Division and the Training Section.	X		X			
7. Evaluate the effectiveness of the programs offered to state employees by the Training Sec.	X		X			
8. Include fringe benefits, work-week, and longevity payments in all wage surveys conducted.	X		X			
9. Establish a more effective system of reference checking.	X		X			
10. Validate the Personnel Services Division's selection techniques.	X		X			
11. Increase degree of correlation between salary increases and job performance.	X		X			(A) 900,000 +
12. Reorganize the Municipal Services Sec. and Personnel Services Divisions.	X		X			
13. Evaluate establishing a centralized Safety Dept. to report to the commissioner.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
PERSONNEL DEPARTMENT (cont'd.)						
14. Transfer responsibility for salary administration of all Executive Branch positions to the Personnel Dept.		X			X	
15. Abolish the Personnel Policy Board.		X		X		
16. Modify legislation to limit grievances which may be carried to the Personnel Appeal Bd.		X		X		
17. Institute a financial commitment by unions pressing grievances to the Personnel Appeal Board.		X		X		
18. Do not pay for employee time required for appeals before the Personnel Appeal Bd. if the appeal is not upheld.	X			X		
19. Replace the State Employee's Suggestion Award Bd. with a full-time suggestion system manager and staff.		X	X			(A) 1,200,000
PUBLIC WORKS DEPARTMENT						
1. Maintain a complete and current inventory of the real assets of the state.	X		X			(A) 3,000,000+
2. Eliminate the Citizens Advisory Council on Public Works.		X	X			
3. Provide data processing services to reduce the clerical staff.	X		X			
4. Replace the existing system for establishing and satisfying agency space needs.	X		X			Included with #1
5. Provide a professional staff to aid in refining agency space requirements.	X				X	
6. Exclude any person having responsibility for construction activities from decisions concerning new construction vs. use of existing facilities.	X				X	
7. Require the Public Works Dept. to seek three alternatives in satisfying specific agency space requirements.	X				X	
8. Abolish the State Building Program Commission.		X		X		
9. Modify the process of selecting architects.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
PUBLIC WORKS DEPARTMENT (cont'd.)						
10. Modify Special Acts to include a clause providing for an automatic decrease of funds from the originally authorized amounts by the amount of difference between the contract total and the comparable estimate incorporated in the final appropriation.	X				X	
11. Decrease the agency fund authorizations by the difference between the contract total and the comparable estimate incorporated in the authorization through executive action in the Bond Commission.	X				X	
12. Reduce the personnel in the Design and Review and Construction Sections.	X		X			(A) 1,200,000
13. Replace the Hartford leaseholds with a state-owned office building.	X				X	
14. Modify construction plans for Western Connecticut State College to make costs similar to those for Eastern Connecticut State College.	X			X		
15. Restrict development of the State Building Code to matters which directly pertain to public safety so as not to inhibit introduction of new construction techniques.	X			X		
16. Replace state employees with contracted cleaning services.	X			X		
17. Reorganize the systems of providing day maintenance, replacing these employees with a combination of contracted security forces and a smaller number of day maintainers.	X			X		
18. Examine the benefits to be gained by coordinating state-wide subcontracting of cleaning and security services.	X			X		
19. Revise the employee parking system to eliminate abuses and reduce the number of attendants.	X			X		
20. Establish a job control system for state-employed tradesmen.	X				X	
21. Establish a job control system for the ground maintenance crew.	X				X	

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF FINANCE & CONTROL						
1. Combine the functions of the Comptroller, Treasurer, Commissioner of Finance and Control, and Tax Commissioner into an expanded department headed by an appointed Commissioner of Finance and make all positions reporting to him appointive rather than elective.		X		X		
2. Rearrange office assignments.	X		X			
3. Evaluate the side effects of tax alternatives on the state's economy.	X		X			
4. Update the state travel regulations.	X		X			
5. Investigate the feasibility of using travel agents.	X		X			
6. Eliminate the Office of State Publications.		X	X			(A) 26,000
7. Develop a new state planning, budgeting, and control system.	X		X			
8. Reorganize the Budget Division and change its name to the Plans and Budget Division.		X	X			
9. Organize and schedule functions of the Institution Fire Coordinator.	X		X			
10. Eliminate the form and procedures for requests for payment of prior-year obligations and related procedures.		X			X	
11. Generate the personnel list required by the Budget Div. from Personnel Dept. records.	X		X			
12. Obtain a professional evaluation of the necessity for capital repairs.	X			X		
13. Discontinue functions not required for the Hospital Cost Commission.	X		X			
14. Fully use the expertise and data of the state's land inventory agent and transfer him to the Property Management Div.	X		X			
15. Apply a management-by-exception policy to requests for approval of personnel positions and agency out-of-state travel.	X			X		

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF FINANCE & CONTROL (cont'd.)						
16. Establish a commodity usage reporting system as a guide to pooled purchasing.	X				X	
17. Establish inventory controls and reorder points for the central warehouse.	X		X			
18. Institute inventory controls at the agency level.	X		X			
19. Encumber agency funds on intra-state transactions at the time a requisition is submitted to the central warehouse.	X				X	
20. Request vendors to bid on contracts by steps and guarantee minimum purchases for the contract period.	X				X	
21. Eliminate excess costs in connection with duplicating copies of contract awards.	X		X			
22. Centralize the procurement function and institute controls over all state purchasing.	X				X	
23. Eliminate the position of assistant throughout the Purchasing Div.	X				X	
24. Raise the dollar limitation of items requiring competitive bidding from \$25 to \$100.	X		X			
25. Restaff the Purchasing Div. with qualified personnel.	X		X			
26. Reorganize the Central Office.		X			X	
27. Investigate other areas into which Central Collections could expand its activities.	X		X			
28. Reduce the ratio of supervisory staff in Field Operations.	X		X			
29. Eliminate two senior investigators in each Field Operations district.	X				X	
30. Move one of the clerical staff in each district office into the admissions office of the state institutions.	X				X	
31. Make a more intensive effort to collect past due accounts.	X		X			(A) 200,000+

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF FINANCE & CONTROL (cont'd.)						
32. Relocate functions and reduce staff in the Office of State Planning.	X				X	
DEPARTMENT OF COMMUNITY AFFAIRS						
1. Reorganize the present structure of the Dept. of Community Affairs.	X		X			See #20
2. Develop a simplified review procedure for applications and contracts.	X		X			
3. Establish a central stenographic and typing pool.	X		X			See #20
4. Develop a Public Information Center.	X		X			See #20
5. Establish an effective Research, Monitoring, and Evaluation Section under the proposed Bureau of Administration.	X		X			See #20
6. Establish a specialized Technical Services Section within the existing Bureau of Municipal Technical Service.	X		X			See #20
7. Reduce the Administrative Services staff.	X		X			See #20
8. Abolish the Office of Executive Coordination.	X		X			See #20
9. Reduce emphasis on Model Cities Programs.	X		X			
10. Establish a Fiscal Auditing Section under the proposed Bureau of Administration.	X			X		
11. Obtain mortgage impairment insurance to eliminate existing retention systems.	X		X			(A) 18,813
12. Eliminate the Policies and Procedures Unit.	X		X			See #20
13. Eliminate unnecessary staff positions in the Training Center.	X		X			See #20
14. Develop a more effective management information system under the proposed Bureau of Administration.	X		X			See #20
15. Phase out the Community Development Action Plan Program at the completion of plans now under way.	X	X	X		(A) 300,000 (A) 183,000	Legislative Executive

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF COMMUNITY AFFAIRS (cont'd.)						
16. Dispose of unneeded equipment and space.	X		X			
17. Develop and implement a simplified format for payment requests.	X		X			
18. Develop a reporting system for the housing authority which anticipates financial problems.	X				X	
19. Rearrange office layout along functional lines.	X		X			See #20
20. Establish operating guidelines and performance standards in housing, human resource development, and community assistance programs funded by the department and improve evaluation of these programs.	X		X			(A) 687,000 total reorg. savings
STATE POLICE DEPARTMENT						
1. Appoint only men with appropriate professional qualifications to command assignments in the Research and Planning and Training Divisions.	X		X			
2. Cease the practice of allowing officers to maintain their buildings by soliciting contributions from suppliers.	X		X			
3. Charge the towns which contract for a resident state trooper a fee adequate to cover the cost.	X		X			(A) 135,000
4. Replace present communications, records management, and information systems.	X		X			
5. Discontinue assignment of motor vehicles to non-police personnel unless there is a proven benefit to the Dept.	X		X			(A) 10,000
6. Discontinue the practice of providing meals for civilian personnel.	X				X	
DEPARTMENT OF MOTOR VEHICLES						
1. Revise the system for ordering replacement and initial plates.	X		X			(A) 37,000
2. Reduce the number of branch offices and man the remainder to a uniform standard of revenue per non-supervisory employee.	X			X		

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF MOTOR VEHICLES (cont'd.)						
3. Reduce the number of vehicles making daily trips between Wethersfield and the branch offices.	X		X			(A) 16,000
4. Require renewals for licenses and registrations to be mailed to the dept.	X			X		
5. Discontinue checking for errors on the Driver's Examination Record Personal Data Forms.	X		X			(A) 5,000
6. Destroy Examination Record Personal Data Forms after three years.	X		X			
7. Collect the \$5 examination fee at the same time the motorcycle learner's permit is issued.	X		X			(A) 21,000
8. File inspection reports by location and inspection date instead of identification number and make of vehicle.	X			X		
9. Increase the fee charged for a title search to \$25.		X		X		
10. Eliminate the filing of canceled Certificates of Title separately from the supporting documents.	X		X			(A) 13,000
11. Reprogram the department's data processing systems.	X			X		
12. Provide additional title examination capabilities at the branches and Wethersfield.	X			X		
13. Destroy all documents pertaining to titles after retaining them for the current and one additional year.	X		X			
14. Reduce the number of school bus inspectors by six.	X		X			(A) 49,000
15. Change the method of handling accident cases in the Operator Control Division and discontinue receiving and filing of invoice copies from the Copy Record Section.	X		X			(A) 5,100
16. Computerize the cash receipts and issues analysis function in the Auditing and Accounting Section.	X				X	
17. Replace keypunch and key verifier units with combination card punch and verifier units.	X			X		
18. Consolidate the dept's computer operations by transferring all work to the State Data Center.	X			X		

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF MOTOR VEHICLES (cont'd.)						
19. Reorganize the Dept. of Motor Vehicles to provide a more efficient and effective operating unit.	X		X			
20. Include all staff functions in the proposed Management Services Div.	X		X			
21. Consolidate the Data Processing Div. and incorporate it into Management Services.	X		X			
22. Reorganize the Dealers and Repairers Div.	X		X			
23. Reorganize the present Inspection and Investigation Div. to parallel the proposed Registry Div.	X		X			(A)91,000
24. Reorganize the Operator Control Div.	X		X			(A)78,000
25. Combine Registry and Title and Anti-Theft into a Registry Div.	X		X			(A)47,000
MILITARY DEPARTMENT						
1. Update the schedule of fees for use of armory facilities by private noncharity organizations.	X		X			(A)15,000
2. Increase the yearly rental charge to the Officers' Club of Connecticut to \$20,000 for space occupied at the Hartford Armory.	X		X			(A)2,400
3. Institute a planned program of preventive maintenance for facilities.	X		X			
OFFICE OF CIVIL DEFENSE						
1. Make no changes in budget, organization, or structure of this office until its role is clarified.	X		X			
LABOR DEPARTMENT						
1. Contract for a stenographic service to transcribe labor relations hearings for the State Bd. of Labor Relations.	X		X			
2. Purchase dictating equipment for use by labor relations agent of the State Bd. of Labor Relations.	X		X			
3. Transfer the regulation of bedding and upholstered furniture to the Dept. of Consumer Protection.		X	X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
LABOR DEPARTMENT (cont'd.)						
4. Combine the five inspector classifications in the Factory Inspection Division into a single one of industrial inspector and establish a computerized system for scheduling inspections.		X		X		
5. Combine the Minimum Wage and Factory Inspection Divisions into a Wage and Safety Div.		X		X		
6. Eliminate duplicate management organizations within the Employment Security Division's field offices.	X		X			(A)115,000
7. Computerize the comparison of employer/employee social security quarterly records to detect overpayment of unemployment compensation benefits.	X		X			
8. Permit a bank to reconcile the Unemployment Compensation Benefit Fund Account.	X		X			
9. Consolidate and upgrade the three management analysis groups in the Employment Security Div. and develop systems management plans for manpower service.	X		X			
10. Transfer public relations responsibilities to the Office of the Labor Commissioner.	X		X			
11. Replace keypunch machines with key data recording equipment.	X				X	
12. Establish productivity standards for measuring the performance of inspectors in the Minimum Wage and Factory Inspection Divisions.	X				X	
13. Increase fees for elevator and boiler operating certificates to cover the cost of inspection.		X	X			(A)52,000
14. Eliminate the Bureau of Labor Statistics.		X	X			(A)60,000
15. Pay biweekly unemployment claims with one check instead of two.	X		X			(A)205,000
16. Establish a wage incentive plan for keypunch operators which bases salary on card output.	X			X		
17. Eliminate the monthly bulletin and consolidate remaining manpower service publications.	X		X			(A)23,000

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
WORKMEN'S COMPENSATION COMMISSION						
1. Continue to appoint members of the bar as compensation commissioners, and reappoint commissioners to succeeding terms on merit, without regard to political affiliations.	X			X		
2. Restructure the seven compensation districts to equalize work load.		X	X			
UNEMPLOYMENT COMMISSION						
1. Appoint four temporary commissioners to adjudicate appeals.	X		X			
DEPARTMENT OF CONSUMER PROTECTION						
1. Reorganize the dept.	X		X			(A)81,000
2. Centralize the licensing function under the Administration Div. and mechanize the operations through use of the data center.	X				X	
3. Combine the Narcotics Control Section, Dept. of Health, the Drugs, Devices, and Cosmetics Div., and the Pharmacy Div. of the Dept. of Consumer Protection into a Drugs Div. within the Dept. of Consumer Protection.		X	X			(A)100,000
4. Combine retail milk licensing with sanitation, packaging, and related inspection functions.		X		X		
5. Establish a fee schedule for weight and volume calibration performed for private industry.	X		X			(A)10,000
6. Change the statutory requirements that bakeries be inspected prior to license renewals.		X		X		
7. Stagger expiration dates for licenses.		X			X	
STATE BANKING DEPARTMENT						
1. Restructure the Bank Examination Div.		X		X		
2. Assess state-chartered banks on a current basis for services rendered.		X		X		
3. Eliminate the Research and Statistics Section.	X			X		
4. Increase prices of printed publications.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE BANKING DEPARTMENT (cont'd.)						
5. Revise examination billing rates for the Credit Union and Consumer Credit Divisions to cover all applicable expenditures.	X		X			(A) 20,000
6. Establish an improved system of internal and administrative controls.	X		X			
INSURANCE DEPARTMENT						
1. Change the procedure to require accounts for out-of-state travel by examiners to be submitted to the dept. for approval and payment.	X		X			
2. Charge a uniform annual fee for \$5 for licenses to agents doing business in Connecticut regardless of where the company is domiciled.		X		X		
3. Recruit technically qualified personnel to bring the Rating Div. to full strength.	X		X			
DEPARTMENT OF AGRICULTURE AND NATURAL RESOURCES						
1. Reorganize the Dept. of Agriculture and Natural Resources.		X	X			
2. Combine the State Bd. of Fisheries and Game and the Park and Forest Commission into a Div. of Recreational Resources.	X	X	X			(A) 550,000
3. Review necessity for continued existence of 12 boards and commissions related to the Dept. of Agriculture and Nat. Resources.	X	X	X			
4. Develop a Conn. Comprehensive State-wide Outdoor Recreation Plan.	X		X			
5. Reorganize the Bd. of Agric.	X			X		
6. Reorganize the Dairy Division.	X		X			(A) 45,000
7. Discontinue flavor testing of milk and transfer licensing of milk retail stores to the Dept. of Consumer Protection.		X		X		
8. Increase efficiency of inspection procedures.	X		X			(A) 15,000

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF AGRICULTURE AND NATURAL RESOURCES (cont'd.)						
9. Eliminate duplicate testing of unprocessed milk for bacteria and adulteration and consider transferring the function to the Dept. of Consumer Protection.	X			X		
10. Eliminate state expenditures for soil survey maps.	X		X			(A) 59,000
11. Eliminate the use of private veterinarians for livestock testing.	X		X			(A) 23,000
12. Increase parking and camping fees at parks to cover operating costs.	X		X			(A) 100,000
13. Establish a controlled inventory management system and eliminate duplicate inventory records at supply depot and nursery.	X		X			
14. Increase and periodically review the price of seedlings to cover cost of operating state nursery.	X		X			(A) 10,000
15. Purchase seven refuse packers for rubbish removal to reduce labor needs.	X		X			(A) 12,000
16. Reduce off-season work programs and replace one-third of permanent park and forest maintenance employees with seasonal employees as needed.	X					Part of #2
17. Discontinue the lumber production operation.	X				X	
18. Establish a procedure for periodic review of license fees.		X	X			
19. Transfer the responsibility for repair and maintenance of state-owned dams and access and boat launching sites to agencies such as the Water Resources Commission and the Bureau of Highways.		X			X	
20. Devise a specific inspection program and eliminate two staff positions.	X			X		
21. Use the services of the Dept. of Health for testing water samples.	X			X		
22. Revise legislation concerning dams that are a hazard to life and property.		X			X	

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF AGRICULTURE AND NATURAL RESOURCES (cont'd.)						
23. Reduce expenditures for the U.S. Geologic Survey Inventory of Water Resources.	X			X		
24. Increase the fee for transfer of oil and chemicals from waterborne vessels.		X	X			(A) 12,000
25. Eliminate expenditures for geological mapping.	X		X Reduced Budget			(A) 50,000
26. Move responsibility for the education program at Dinosaur Park to the Park and Forest Commission.	X				X	
27. Modify existing fee structures and accounting procedures.	X		X			(A) 100,000
28. Transfer functions of Boating Commission to the Dept. of Motor Vehicles and enact appropriate legislation to provide a staggered system of renewals.		X	X			(A) 31,000 (B) 500,000
29. Increase boat registration fees and establish periodic review of fee structure and accounting procedures to ensure a self-supporting program.		X	X			
30. Rename the Connecticut Agriculture Experiment Station.		X		X		
31. Identify cost of service performed by the Agricultural Experiment Station.	X		X			
32. Increase rents to pay back obligations to the state for Hartford Regional Market.	X		X			(A) 15,000
PUBLIC UTILITIES COMMISSION						
1. Eliminate the commission's annual report to the Governor.	X		X Fewer Copies			(A) 5,000
2. Computerize routine audit and analysis of utility company annual reports.	X				X	
3. Employ a financial analyst to serve on the commission's staff.	X			X		
4. Transfer the Public Utilities Commission's railroad engineering responsibilities to the Dept. of Transportation.		X		X		

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
PUBLIC UTILITIES COMMISSION (cont'd.)						
5. Augment the Engineering Div. clerical staff and define objectives for utility engineers.	X				X	
LIQUOR CONTROL COMMISSION						
1. Fine violators of the Liquor Control Act instead of issuing suspensions.		X	X			(A) 50,000
2. Charge a fee for permit holder substitutions.		X		X		
3. Charge a fee for filing a new permit application.		X		X		
4. Charge an annual fee for registration of brands.		X	X			(A) 85,000
5. Charge a fee for cancellation of permits.		X	X			(A) 25,000
6. License employees of permit holders on a three-year basis.		X		X		
7. Use standardized inspection report forms.	X		X			
8. Authorize night inspections within the confines of a 35-hour week.	X				X	
9. Review fee schedule for all permits issued.		X	X			
10. Establish a program for measuring productivity of inspectors.	X		X			
11. Purchase dictating equipment for field inspectors and hire a typist to prepare inspection reports.	X				X	
12. Charge a fee to suppliers for the posting of their delinquencies.		X		X		
13. Fee for out of state shippers.		X	X			(A) 150,000
COMMISSION ON HUMAN RIGHTS & OPPORTUNITIES						
1. Form an Administrative Services Div. combining the Business Office, Public Information and Publications, Central Records, and the Research Div.	X				X	
2. Increase the number of examiners appointed by the Governor to 25 and raise the examiner's fee to \$75 per day.		X	X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
REAL ESTATE COMMISSION						
1. Revise complaint investigation procedures in the Real Estate Commission to protect both parties.	X		X			
2. Study possibility of incorporating the Real Estate Commission into the Dept. of Consumer Protection.	X				X	
STATE AMBULANCE COMMISSION						
1. Transfer the licensing and enforcement function to the Dept. of Consumer Protection.		X		X		
2. Regulate and license all ambulance services, public and private, as well as drivers and technicians.		X			X	
3. Use motor vehicle personnel to inspect ambulance equipment and have the State Ambulance Commission set the standards.	X				X	
MISCELLANEOUS REGULATORY COMMISSIONS						
1. Create a Professional and Occupational Licensing Div. in the Dept. of Consumer Protection.		X		X		
2. Abolish the State Bd. of Healing Arts and transfer its exam function to the Connecticut Medical Examining Bd.		X		X		
3. Establish a yearly fee of \$25 for issuance of demolition licenses.		X	X			(A) 30,000
4. Charge a renewal fee for registering medical and dental practitioners with inactive or out-of-state status.		X	X			(A) 35,000
STATE DEPARTMENT OF EDUCATION						
1. Restructure the organization of the Dept.		X		X		
2. Remove those functions and personnel primarily concerned with social rehabilitation.		X		X		
3. Refer Div. of Vocational Rehabilitation clients requiring physical and psychological examination to doctors employed by the Dept. of Health and limit the use of medical and psychological consultants paid on an hourly fee basis.	X			X		
4. Eliminate the Bureau of Field Services by the end of the 1972/73 school year.	X		X			(A) 200,000

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE DEPARTMENT OF EDUCATION (cont'd.)						
5. Revise personnel policies concerning the unclassified staff.		X		X		
6. Take immediate steps to improve management control, service and cost effectiveness in the Dept. of Education.	X		X			
7. Establish an effective property control procedure.	X		X			
8. Request bids from private food management services for student meals in schools operated by the Dept. of Education.	X			X		
9. Revise the procedure for paying school building grants.		X		X		
10. Provide additional leadership and assistance to local school building committees.	X		X			
11. Revise the school construction grant formula and establish guidelines for functional cost allocation.		X		X		
12. Initiate a pilot program to study 12-month use of vocational-technical schools.	X				X	
13. Charge fees for teaching certificates and maintenance of pertinent records.		X		X		
14. Provide a computerized information storage and retrieval system for certified teachers.	X				X	
15. Install a system for evaluating, projecting, and monitoring financial aspects of federal and state grant programs for education, and publish a summary report to inform taxpayers of projected obligations.	X		X			
16. Request bids from commercial custodial firms for cleaning services in state-operated schools.	X			X		
17. Consider charging parents for room and board of children at the Mystic Oral School.	X			X		
18. Develop personnel policy guidelines at the state level for use by local systems in negotiations with teachers.	X			X		

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE DEPARTMENT OF EDUCATION (cont'd.)						
19. Require the State Bd. of Education to take greater initiative in exploring educational improvement opportunities and to submit periodic progress reports.	X		X			
20. Assign responsibility to the Deputy Commissioner, Systems and Finance for expanding the department's service and improving internal operations through greater use of data processing.	X		X			
COMMISSION FOR HIGHER EDUCATION						
1. Restructure the existing Commission for Higher Education.		X		X		
2. Abolish existing governing boards for state, community, technical colleges and the University of Conn.		X		X		
3. Separate the Farmington Health Center from the Univ. of Conn.		X		X		
4. Establish an internal performance and fiscal audit staff reporting to the chancellor.	X				X	
5. Develop a state-wide master plan to guide the growth of public higher education.	X		X			
6. Establish a single two-year college system.	X				X	
7. Review faculty tenure practices and establish state-wide policy guidelines for public higher education.	X		X			
8. Institute a 12-month school year in a two-year college on a trial basis.	X				X	
9. Reduce the typing and secretarial staff to five.	X			X		
10. Study the feasibility of using automatic typewriters to prepare statistical tables for reproduction purposes.	X			X		
11. Make use of direct computer/printing or reproduction mats for repetitive statistical reports.	X				X	
12. Reduce the number of issues of the newsletter.	X				X	
13. Institute quarterly meetings of data processing managers.	X		X			

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
COMMISSION FOR HIGHER EDUCATION (cont'd.)						
14. End the use of on-site computers at institutions other than the U. of Conn.	X				X	
15. Institute an internship approach to computer operator training.	X				X	
UNIVERSITY OF CONNECTICUT						
1. Redefine the role of the Bd. of Trustees.	X		X			
2. Restructure the organization to bring about more effective management of university affairs.	X	X			X	
3. Institute measures to reduce the per-student cost of instruction at the university.	X				X Study by Trustees	
4. Revise the graduate school admission policy for out-of-state residents.	X	X			X Study by Trustees	
5. Remove class scheduling from faculty control, establish a 60% utilization goal for classroom space, and set a suitable target for instructional laboratories.	X				X Study by Trustees	
6. Establish a system for assessing actual allocation of time by faculty and other professional and technical personnel.	X				X Study by Trustees	
7. Publish terms of agreements with university and health center faculty.	X		X			
8. Defer building dormitories at Storrs until cost reducing alternatives are studied and the results are published.	X		X			
9. Charge the bookstore for space occupied.	X		X See Rec. #10			
10. Solicit bids from private operators for the bookstore concession.	X		X			(A) 108,000 Minimum Guarantee
11. Use computer components furnished by manufacturers other than the one supplying central equipment after studying what is available.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
UNIVERSITY OF CONNECTICUT (cont'd.)						
12. Institute data processing service cost charge-out system.	X				X	
13. Strengthen security of computer installations.	X		X			
14. Obtain contract bids for building service and landscape work to compare with department cost.	X			X		
15. Create the position of assistant director in the Administration Div. if custodial and landscaping operations remain a function of the Physical Plant Dept.	X			X		
16. Provide improved consolidated quarters for the Dept.	X		X			
17. Implement a master plan for dealing with a major campus catastrophe.	X		X			
18. Implement a coordinated program for control of pedestrian and vehicular traffic.	X		X			
19. Investigate the feasibility of installing a computerized inventory control and purchase order preparation system to replace current manual operations.	X				X Study by Trustees	
20. Provide a relocation allowance policy authorizing travel expenditures at a fixed level and budget accordingly.	X		X			
21. Revise the system for assigning pool vehicles to provide detailed information on need and use for control and to estimate future requirements for vehicles.	X		X			
22. Hire a methods-systems expert.	X		X			
23. Install an automated library system using NELINET computer facilities.	X		X			
24. Install book theft detection equipment at the Wilbur Cross Library.	X		X			
25. Arrange for an exchange of services with the New England Research Application Center.	X		X			
26. Improve use of existing library facilities and establish priorities for building additions.	X		X			

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
UNIVERSITY OF CONNECTICUT (cont'd.)						
27. Make the Wilbur Cross Library the central clearing-house for the college system.	X		X			
28. Install a security system in the new building at Farmington.	X		X			
29. Use standard furniture, stacks, and fixtures in the new facility.	X			X		
30. Solicit bids from commercial catering services for the purpose of reducing costs of food service and associated support functions.	X		X UConn			UConn - Court Injunction Delaying Implementation (A) 425,000
	X		X McCook Hospital			McCook Hospital (A) 180,000
31. Strengthen the management of the food service operation if catering services are not contracted.	X		X			
32. Adjust residence hall room fees to cover all costs.	X		X			
33. Adjust charges for food services to cover all operating expenses.	X		X See #30			
34. Increase rental rates of residential properties to cover all operating expenses.	X		X			
35. Remove residential housing from prime central campus locations to provide more space for educational purposes.	X		X			
36. Establish specific objectives for the College of Agriculture and Natural Resources and eliminate nonessential activities.	X		X			
37. Require that any requests for additional land sent to the Governor or General Assembly be accompanied by an inventory of land owned by the University including present usage and future plans.	X		X			
38. Review the objectives and restructure the organization which governs the school.		X			X	
STATE COLLEGES						
1. Provide adequate protection for Financial Div. records.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE COLLEGES (cont'd.)						
2. Consolidate the National Defense Education Act loan repayment function of all public colleges.	X				X	
3. Adjust financial incentives to provide funds only for those teaching areas where a shortage exists.	X				X	
4. Do not fill vacant staff positions and transfer the Dir. of Planning to the Div. of Research and Publications in the Commission for Higher Education.	X				X	
5. Improve control over bookstore cash receipts at Western Conn. State College.	X		X			
6. Install anti-pilferage devices in the Western Conn. State College Bookstore.	X		X			
7. Offer textbook discounts at the end rather than the beginning of the semester at Western Conn. State College.	X		X			
8. Circulate a dead-text list at the end of each semester.	X		X			
9. Study the feasibility of leasing college bookstores to private operators.	X		X			
10. Use computers to accomplish recasting of the state colleges' budget preparation.	X				X	
11. Transfer the payment preparation procedure at Western Conn. State College to the Accounting Dept.	X				X	
12. Do appropriation accounting mechanically at Central Conn. State College and give greater protection to cash.	X				X	
13. Institute and implement a receivables ledger by mechanizing the function at Western Conn. State College.	X				X	
14. Strengthen the security of college data processing installations.	X		X			
15. Purchase catalog, and book pocket cards from the central State Library instead of outside vendors.	X				X	
16. Institute an inventory system in the library of Central Conn. State College.	X		X			

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE COLLEGES (cont'd.)						
17. Institute financial controls over the laundry operations at Central Conn. State College dormitories.	X		X			
18. Use the computer to provide complete student transcripts.	X				X	
19. Centralize the basic functions of the admissions procedure.	X		X			
20. Increase the intensity of classroom use.	X				X	
21. Review applicability of preceding recommendations to Eastern and Southern Conn. State Colleges.	X		X			
22. Determine and implement a specific discard policy for state college libraries.	X		X			
STATE TECHNICAL COLLEGES						
1. Increase intensity of classroom use.	X			X		
2. Defer further expansion of technical colleges until the higher education master plan can be defined and implemented.	X		X			
REGIONAL COMMUNITY COLLEGES						
1. Discontinue using capital funds derived from issuance of state bonds for payment of annual lease expenses.	X		X			(A) 105,000
2. Defer establishment of additional colleges pending the development of a master plan.	X	X	X			
STATE TEACHERS' RETIREMENT BOARD						
1. Institute an actuarial study of the present method of terminal funding.	X	X	X			
2. Provide money for retirement funding through current appropriations.		X	X			
3. Prohibit the State Teachers' Retirement Board from holding state bonds as part of its portfolio.	X		X			(A) 900,000 13,000,000 over 18 Yrs. (B) 1,021,000

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE TEACHERS' RETIREMENT BOARD (cont'd.)						
4. Reject proposal to fund teachers' retirement in year subsequent to retirement rather than in year of actual retirement.	X		X			
5. Discontinue longevity pay.		X		X		
6. Assign a board employee as full-time liaison with employers and members of the retirement system.	X				X	
7. Restructure the data processing system to handle major functions done manually and provide rapid-inquiry facilities.	X				X	
BOARD OF EDUCATION AND SERVICES FOR THE BLIND						
1. Modify legislation so parents and guardians able to pay are not compensated for school transportation costs of blind children.		X		X		
2. Combine storekeeper duties and reduce number of jobs.	X		X			(A) 11,500
CONNECTICUT STUDENT LOAN FOUNDATION						
1. Consolidate multiyear loan approvals into a single process.	X		X			
COMMISSION ON AID TO HIGHER EDUCATION						
1. Abolish the Commission on Aid to Higher Education and reassign its staff.		X	X			(A) 1,000
DEPARTMENT OF TRANSPORTATION						
1. Modify the department's organization.	X		X			
2. Create an Office of Management Services in the Bureau of Administration.	X		X			
3. Establish the Office of Revenue Collections.	X		X			
4. Eliminate the position of Transportation Chief Administrative Officer.	X		X			(A) 28,500
5. Reduce the Operations Section staff.	X		X			(A) 23,000
6. Abolish the Night Typing Unit in the Div. of Personnel.	X		X			(A) 20,000

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF TRANSPORTATION (cont'd.)						
7. Abolish the Organization Unit.	X		X			(A) 16,000
8. Combine the Training and Safety Divisions.	X		X			(A) 33,000
9. Reduce the number of intern program positions.	X		X			(A) 95,000
10. Combine four salary payrolls.	X		X			(A) 5,000
11. Consolidate the purchasing functions.	X		X			(A) 47,000
12. Reduce the Div. of Accounts staff by two.	X		X			(A) 8,000
13. Assign responsibility for mailing vendors' copies of invoices to the Comptroller's staff.	X		X			
14. Revise systems, procedures, and clerical methods in the Div. of Accounts.	X		X			(A) 40,000
15. Eliminate the office of the Transportation Dir. of Staff Services.	X		X			(A) 35,000
16. Abolish the Div. of Programming and Scheduling and transfer the three sections.	X			X		
17. Transfer the Div. of Business Services and the Div. of Technical Library to the Bureau of Gen. Services.	X		X			
18. Transfer the Div. of Contracts to the Bureau of Design and Construction.	X		X			
19. Transfer the Office of Rights of Way to the Bureau of Design and Construction.	X		X			
20. Eliminate the assistant director and assistant division chief positions within the Office of Rights of Way.	X		X			(A) 47,000
21. Improve productivity of the Div. of Appraisals' staff.	X		X			Inestimable+
22. Increase efforts to achieve equitable out-of-court settlements.	X			X		
23. Transfer the Relocation Assistance Unit to the Div. of Acquisition.	X		X			(A) 33,000

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF TRANSPORTATION (cont'd.)						
24. Use portable copiers to gather title information from local town offices.	X		X			(A) 15,000
25. Eliminate authorized positions that are now vacant.	X		X			
26. Transfer the Security and Excess Property Units to the new Office of Property Management and Maintenance.	X		X			
27. Establish an automation committee.	X		X			
28. Develop a project control system.	X		X			
29. Allocate data processing costs to users.	X		X			
30. Cancel four remote printers.	X		X			
31. Provide systems analysis for the division.	X		X			
32. Divide the Bureau of Highways into two new bureaus.	X		X			
33. Abolish the position of liaison officer for conservation and preservation.	X		X			(A) 22,000
34. Eliminate the Office of State Beautification.	X		X			(A) 53,000
35. Reassign the responsibilities of the Office of Construction and Maintenance.	X		X			Part of other reorganization recommendations
36. Reduce personnel costs associated with snow removal.	X				X	
37. Conduct a study to determine the optimum usage level of salt.	X		X			(A) 150,000
38. Revise the emergency storm period meal allowance policy.	X				X	
39. Revise the governing statute to relieve the Commissioner of Transportation of the responsibility of providing supervisory and engineering services to towns under the Town Aid Program.		X		X		
40. Discontinue the practice of employing summer helpers.	X		X Partial			(A) 282,000

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF TRANSPORTATION (cont'd.)						
41. Abolish the field position of Highway Civil Defense Coordinator.	X			X		
42. Reduce the manning level of district highway and roadside maintenance forces.	X		X			(A) 850,000
43. Consolidate the Div. of Special Services with the Bureaus of Maintenance and Design and Construction.	X		X			
44. Establish a four-day, 36-hour week on a rotating five-day schedule for field personnel and permit greater flexibility.	X			X		
45. Reorganize the district engineer's office and staff.	X		X			
46. Eliminate the use of contracted snow plowing.	X			X		
47. Reduce the manning level of the hourly field forces in the Divisions of Special Services.	X		X			(A) 150,000 low estimate
48. Require suppliers to provide automatic print-out of net weights of truckload materials.	X		X			(A) 123,000
49. Improve the District I and IV office facilities.	X		X			
50. Improve field force safety and effectiveness through the use of modern equipment.	X		X			
51. Reduce design management by two positions.	X		X			(A) 45,500
52. Establish and use automated techniques and computer aids for highway design.	X		X			(A) 300,000
53. Abolish the position of Executive Aide to the Dir. of Traffic.	X		X			(A) 18,000
54. Combine the Traffic Devices and Operational Surveys Sections of the Traffic Operations Div. into a Devices and Survey Section.	X			X		
55. Transfer the Transportation Permits Unit to the State Police Dept.	X			X		

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF TRANSPORTATION (cont'd.)						
56. Eliminate one stenographer position in the Traffic Control Div.	X			X		
57. Abolish the Railroad Study Unit within the Traffic Control Div.	X		X			
58. Abolish the state Traffic Comm. Investigations and Reports Section of the Regulatory Unit, Office of Traffic.	X		X			(A) 12,500
59. Consolidate the Div. of Traffic Signals and the Traffic Electrical Div. into an Electrical Div.	X		X			(A) 100,000
60. Eliminate the Div. of Town and Federal Aid.	X		X			
61. Reorganize the Div. of Materials Testing.	X		X			(A) 40,000
62. Restructure the relationship between the Div. of Roadside Development and the district landscape personnel.	X		X			(A) 106,200 (B) 48,500
63. Develop a system of fees based on a daily rate of \$100 per man-day to be charged for reviewing site plans of major land development projects.	X			X		
64. Reduce the authorized manning of the div. by one engineer.	X		X			(A) 15,000
65. Review the technical objectives and policies of the Div. of Research and Development.	X		X			
66. Eliminate five positions.	X		X			(A) 61,000
67. Reduce the number of field store locations.	X		X			
68. Reduce the stores inventory and establish a control system.	X		X			(B) 1,000,000
69. Transfer the audit function to the Bureau of Administration's Div. of Audit.	X		X			(A) 15,000
70. Reduce the staff in the Stores Record Section.	X		X			(A) 9,000
71. Reorganize the Div. of Stores.	X		X			

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF TRANSPORTATION (cont'd.)						
72. Transfer the Div. of Revenues, Accounting to the Bureau of Administration.	X		X			(A) 18,000
73. Reduce the staff by four positions.	X		X			(A) 25,000
74. Dispose of div. land and buildings at the Glastonbury facility.	X		X			
75. Eliminate the operating losses for the Rocky Hill/Glastonbury and for the Chester/Hadlyme ferries.	X			X		
76. Abolish the Office of Property Control and reassign its responsibilities.	X				X	
77. Transfer building design and construction functions to the Public Works Dept.	X			X		
78. Modify the motor pool organization and its scope of operations.	X				X	
79. Transfer care of buildings to the Public Works Dept.	X				X	
80. Transfer the Portland plant and machine shop operations.	X				X	
81. Establish a second shift and develop a more realistic staffing guide in the equipment repair garages.	X				X	
82. Establish a policy to encourage use of recaps.	X		X			(A) 25,000
83. Revise the policies related to summer employees.	X		X			
84. Reduce the inventory of spare tires kept at maintenance and repair garages.	X		X			
85. Assign responsibility for care and custody of the new interstate highway rest areas to the highway maintenance crews.	X		X			(A) 23,000
86. Revise policies and procedures regarding security coverage in Bureau of Highways' buildings.	X			X		
87. Make the Bureau of Planning responsible for the development of a comprehensive transportation plan.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF TRANSPORTATION (cont'd.)						
88. Modify the Bureau of Planning organization.	X		X			
89. Consolidate functional groups that contribute to the determination of transportation needs into the Office of Transportation Research.	X		X			
90. Abolish the Div. of Airport Planning.	X			X		
91. Establish an Office of Transportation Programming to prepare an integrated transportation program for departmental and legislative action.	X		X			
92. Upgrade the Div. of Route Planning to office status and perform more planning internally.	X		X			(A) Inestimable+
93. Reduce the staff of the Administrative Section.	X		X			(A) 8,000
94. Eliminate the Assistant Dir. of Planning.	X			X		
95. Dispose of the state dock at Guilford.		X		X		
96. Reduce the staff by one position.	X			X		
97. Determine the advisability of selling the state pier at New London.		X		X		
98. Restructure the Bureau of Aeronautics.	X		X			
99. Abolish licensing of airmen and registration of aircraft by the bureau.		X	X			(A) 2,100
100. Transfer the responsibility for negotiation of leases and contracts to the Office of the Administrative and Legislative Advisor within the Bureau of Administration.	X		X			
101. Reduce the Div. of Engineering staff by three positions.	X		X			
102. Abolish the position and functions of Executive Aide to the Transportation Chief Executive Officer of Aeronautics.	X		X			
103. Abolish the commission.		X	X			
104. Abolish the Steamship Terminals Commission.		X	X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF HEALTH						
1. Institute a fee for licensing general hospitals, nursing homes, homes for the aged, rest homes, and chronic disease hospitals.		X	X			(A) 41,000
2. Eliminate the Dept. of Health weekly bulletin.	X			X		
3. Adjust charges for copies of professional medical directories.	X		X			(A) 3,500
4. Review periodically professional license fees in the Dept. of Health.	X		X			
5. Transfer the quadriplegia program to the Welfare Dept.		X	X			(A) 25,000
6. Require all state agencies and dept's to use state auditorium and cafeteria facilities for official meetings.	X		X			
7. Charge private individuals and profit-oriented corporations for copies of the Conn. Registration Report.	X		X			(A) 2,500
8. Eliminate the standards grant to Newington Children's Hospital and provide state representation on the Board of Directors.		X	X			(A) 350,000 (B) 325,000
9. Transfer the Disaster Health Section to the Office of Civil Defense.	X			X		
10. Require all divisions to review the Public Health Code semiannually.	X		X			
11. Create a Bureau of Health Professionals to replace the present independent boards and the commissions.		X		X		
12. Relocate the Conn. Medical Examining Bd. and the State Bd. of Healing Arts to office space in Hartford.	X		X			(A) 5,000
13. Eliminate special compensation to board and commission members serving as the secretary or chairman of the operation.	X			X		
14. Transfer the federally funded draft rejection referral operation at New Haven to the Selective Service System.	X			X		
15. Transfer the inspector in the Comm.	X			X		

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF HEALTH (cont'd.)						
16. Include an inventory of state and private health services in the Health Facilities Planning Book.	X				X	
17. Conduct a study of the salary schedule for div. directors.	X		X			
18. Eliminate registration information on donated bodies in the Dept. of Health.		X		X		
19. Transfer the eye registry to the Eye Bank at New Britain General Hospital.		X	X			
20. Eliminate the position of public information referral specialist at regional offices.		X		X		
21. Reassign the poison Information Center as a section within the Toxicology Laboratory under the Laboratory Division.	X			X		
22. Eliminate the Social Work Section in the central office of the Office of Public Health.	X				X	
23. Remove the northeastern regional office from rented quarters.	X		X			(A) 3,000
24. Eliminate the requirement that local directors of health for communities and combinations of communities with a population of 40,000 or more hold a medical degree.		X	X			
25. Establish a Sanitation Complaint Unit in the Environmental Section.	X		X			
26. Transfer responsibility for approvals for Medicare home treatment from the Public Health Nursing Div. to Hospital and Medical Care Administration.	X			X		
27. Replace the part-time system of barber inspections with one full-time civil service position and transfer regular sanitary inspections to local health departments.		X		X		
28. Require registration and licensing of all medical technologists.		X		X		

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF HEALTH (cont'd.)						
29. Institute a fee for shell fish processors, shippers, reshippers, seeders, and transplanters.		X		X		
30. Include indirect costs of reviewing waste water treatment facility plans when seeking federal reimbursement.	X				X	
31. Charge \$25 for approving public pool plans if a review is necessary.	X				X	
32. Transfer the function of testing clinical to the Dept. of Consumer Protection.		X	X			
33. Obtain federal funds for the Lead Paint Program.	X			X		
34. Reorganize the Public Health Statistics Section and locate all statistics in this section.	X				X	
35. Transfer the Occupational Health Section to the Factory Inspection Section of the Dept. of Labor.		X	X			(A) 60,000
36. Assign the writing responsibility for federal grant applications to one of the people in the Business Office.	X			X		
37. Evaluate the present clinic program for crippled children.	X		X			
38. Develop a plan for use of additional space in the department's cafeteria.	X		X			(A) 7,500
39. Establish minimum health standards and responsibility for inspecting family recreation trailer camps.	X		X			
40. Assign speech, hearing, physical and occupational therapists to full-time activity in regional retarded centers.	X				X	
41. Consolidate the Community Health Services and Preventable Disease Divisions in a new local Health Administration Div.	X				X	
42. Increase citizen representation on all Bureau of Health Professionals hearing committees.	X				X	
43. Transfer computer operations to the State Data Center.	X		X			(A) 55,000

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF HEALTH (cont'd.)						
44. Eliminate the maintenance/warehouse facility capital project at Southbury Training School.	X		X			(B) 300,000
45. Decrease the scope of current plans to change the hospital building at Southbury.	X		X			(B) 661,500
46. Develop a pilot volunteer program between the Waterbury Regional Center and the Town of Cheshire service organization.	X				X	
47. Eliminate the administrative building project planned for the Hartford Regional Center.	X		X			(B) 840,000
48. Eliminate the proposed purchase of an activity building for the New Haven Regional Center and substitute two permanent portable classrooms.	X				X	
49. Transfer administration of grants for vocational and day care programs from the main office to the regional center.	X				X	
50. Study possible revision of the rate structure of charges made to legally liable relatives of mentally retarded patients.	X		X			
51. Defer regional building expansions until a reevaluation can be made of services offered by the centers.	X		X			
52. Study the advantages of purchasing houses for decentralized residential homes vs. construction of an institutional type building at the Seaside Regional Center.	X		X			(B) 461,000
53. Eliminate the research analyst from the central office.	X		X			(A) 8,700
54. Eliminate the hospital kitchen at Southbury and use the nearest cottage facilities to prepare meals.	X				X	
55. Initiate a cooperative job training service program between the Cheshire Reformatory and the Waterbury Regional Retarded Center and between the Meriden School for Boys and the Long Lane School for Girls and the Central Connecticut Regional Center.	X		X			
56. Increase availability of information relative to open beds existing in extended care facilities in regional areas.	X		X			

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF HEALTH (cont'd.)						
57. Upgrade nursing services in state institutions for mentally retarded patients, thereby qualifying them for federal funds.	X				X	
58. Use Crawford Hall at Southbury and Dimmock House at Mansfield for the retarded.	X				X	
59. Change the requirement that the Council on Mental Retardation must recommend a person for the post of deputy commissioner of the Office of Mental Retardation.		X		X		
60. Initiate an independent review of cost and quality of services resulting from placing mentally retarded in private facilities vs. treatment in state institutions.	X				X	
61. Apply for federal funds to develop an accounting system for the Office of Mental Retardation which will determine the cost per patient of various categories of services.	X				X	
62. Qualify the facilities used for care of moderate and mildly retarded patients for federal funds as intermediate care facilities.	X				X	
63. Identify relatives of mentally retarded day care patients eligible for welfare payments and apply for federal grants to pay for their care.	X		X			
64. Secure funds for cancer research.	X				X	
65. Initiate an immediate recruitment effort to replace the university teams now operating the Phelps Radiation Therapy Clinic.	X			X		
66. Eliminate seven regional tuberculosis control clinics and the three radiological stations.	X		X Partial			(A) 35,000
67. Phase out the Cedarcrest Hospital.	X		New Program	X		(A) 1,000,000+
68. Eliminate the position of deputy commissioner in the Office of Tuberculosis Control.		X	X			(A) 40,000
69. Eliminate future pathology service contracts for the Uncas-on-Thames, Laurel Heights, Connecticut Valley and the Norwich Mental Health Hospitals.	X			X		

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF MENTAL HEALTH						
1. Establish a fee structure for nursing education.	X		X			(A) 79,500
2. Fill the position of dir. in the Security Treatment Center.	X		X			
3. Improve use of Ribicoff Research Center at Norwich.	X		X			
4. Dispose of state-owned land.	X			X		
5. Treat geriatric patients in Medicare-approved facilities.	X		X			(A) 3,300
6. Develop an accurate daily treatment cost per patient and raise the maximum rate charged patients and legal relatives to the actual per capita cost including all indirect charges, using a schedule based on ability to pay.	X	X			X	
7. Forego construction of the school activity and recreational facility proposed as an addition to the Children's Center at the Connecticut Valley Hospital.	X			X		
8. Separate projects and preventive maintenance in preparation of annual maintenance budgets.	X		X			
9. Improve building heat control in the Norwich Hospital.	X		X			(A) 12,500
10. Revise drug inventory procedures at mental hospitals.	X		X			
11. Staff hospitals to comply with the Public Health Code.	X				X	
12. Discontinue manual inventory records of furniture and equipment at mental health facilities.	X		X			(A) 13,500
13. Run the Security Treatment Center and Children's Services as programs of the Conn. Valley Hospital.	X				X	
14. Close the Lippitt Building at Norwich Hospital, transfer medical operations to Uncas-on-Thames, and patients to the Kettle Bldg.	X			X		
15. Sell the superintendent's residence at Norwich.	X			X		
16. Consolidate Program Planning, Statistics, Mental Health Education, Community Relations, and the Div. of Community Service into one group.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF MENTAL HEALTH (cont'd.)						
17. Eliminate duplicate perpetual inventory records for stock control at Norwich Hospital and Fairfield Hills Hospital.	X		X			
18. Develop a long-range mental health plan as well as an effective coordinated performance control system.	X		X			
19. Redefine the function of the regional mental health planning councils and their relationship with the Dept. of Mental Health.		X			X	
20. Implement additional programs in Undercliff Mental Health Center without additional cost to the taxpayer or close the facility and redistribute the services.	X		X			(A) 50,000
21. Review state laboratory requirements to eliminate or reduce unnecessary private fees.	X		X			
22. Cancel funds for planning a residential treatment facility for children at Norwich Hospital and use the vacant Bryan Building.	X			X		
23. Consolidate state laundry facilities and modernize the laundries in the three large state mental hospitals.	X		X			(A) 200,000+
24. Establish security deposits for employees occupying state-owned residences.	X			X		
25. Establish a policy for reporting surplus items.	X		X			
26. Use the Medicare cost per patient day rate for Medicaid reimbursement.	X				X	
27. Change method of calculating depreciation in developing charges for Medicare and Medicaid.	X	X			X	
28. Establish a state-wide plan for treatment of alcohol and drug users.	X		X			
29. Consolidate the Alcohol and Drug Dependence Div. outpatient clinics with similar hospital facilities.	X				X	

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF MENTAL HEALTH (cont'd.)						
30. Identify responsible relatives of mentally disturbed day care children who are welfare recipients and have the Welfare Dept. apply for federal funds to pay for these patients.	X		X			
31. Increase control and performance measurement of food services, reduce personnel and inventory levels, and increase nutritional values in the state hospitals.	X		X			
32. Determine cost effectiveness of community mental health centers with the aid of simulation models.	X			X		
33. Reorganize the Dept. of Mental Health.	X		X			
WELFARE DEPARTMENT						
1. Provide more efficient quarters for the Welfare Dept.	X		X			(A) 56,000
2. Improve office layout to increase efficiency.	X		X			(A) 1,232,500
3. Revise the method of controlling overtime.	X		X			
4. Eliminate typed case narratives.	X		X			(A) 476,500
5. Revise operating policy manual distribution and maintenance.	X		X			(A) 16,500
6. Eliminate the message switching system.	X		X			(A) 201,000
7. Reduce the number of welfare recipients in convalescent homes.	X		X			(A) 3,000,000
8. Correct excessive ineligibility levels for welfare recipients.	X		X			(A) 1,200,000
9. Seek retroactive and current federal reimbursement for child welfare services.	X		X			(B) 56,350
10. Install a productivity measurement system.	X			X		
11. Eliminate duplicate attendance records maintained by the Personnel Dept.	X		X			(A) 7,200
12. Reduce the Personnel Div. staff.	X		X			(A) 11,500

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
WELFARE DEPARTMENT (cont'd.)						
13. Develop a system to expedite self-sufficiency of welfare recipients.	X		X			
14. Negotiate for bank reconciliation of dept. checking accounts.	X		X			(A) 10,000
15. Eliminate direct payment to vendors.		X	X			(A) 1,000,000
16. Transfer responsibility for day care centers to the Welfare Dept.	X		X			(A) 2,000,000
17. Substitute continuous-form paper checks for punched card type.	X		X			(A) 15,900
18. Revise the organization structure.	X		X			(A) 107,000
19. Combine the Mailroom and Duplicating Departments.	X			X		
20. Use a two-shift operation in the Disbursement Section.	X			X		
21. Expand the manual preedit in the Physicians' Unit of Medical Payment.	X		X			(A) 86,200
22. Assume responsibility for assistance to families with unemployed fathers.		X		X		
23. Separate functions of district office and social services policy personnel.	X		X			(A) 1,300,000
24. Seek federal reimbursement for health services provided at the Warehouse Point Receiving Home.	X		X			(A) 23,000
25. Make retroactive claim for federal reimbursement for foster care.	X		X			(A) 2,400,000
26. Use social security number for welfare case numbering system.	X			X		
27. Have welfare recipients pick up their checks at state employment offices.	X			X		
28. Seek cash discounts from medical vendors.	X				X	
DEPARTMENT ON AGING						
1. Move the dept. to available space in the Welfare Dept.	X			X		

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT ON AGING (cont'd.)						
2. Reduce the size of the advisory council.		X		X		
3. Reduce the department's office staff.	X			X		
DEPARTMENT OF CORRECTION						
1. Remove the computer from Somers prison and use the proposed terminal for inmate training purposes.	X		X			(A) 12,500
2. Modernize the external security system at Somers prison.	X			X		
3. Negotiate a long-term agreement for transfer of 40 sentenced inmates from Niantic to the women's prison at Framingham, Massachusetts.	X			X		
4. Require a 5% improvement in operating costs for the three projected community correctional centers.	X			X		
5. Phase out the dairy business at Osborn.	X			X		
6. Appoint a commission to study the bail bond system.	X				X	
7. Implement staffing recommendations of U.S. Bureau of Prisons survey team at Somers.	X				X	
8. Improve operations at the furniture shop at Somers and the sign shop at Osborn.	X		X			
9. Provide a centralized dining facility at Niantic.	X			X		
10. Negotiate with other depts. so that prisoner hospitalization can be handled at other state hospitals.	X			X		
11. Schedule court appearances to reduce time spent by custodial officers and inmates.	X			X		
12. Phase out the manufacture of clothing at Somers.	X			X		
13. Establish a policy to provide protection for volunteer personnel at state facilities.	X		X			
14. Modify printing operations at Cheshire and Somers to provide increased output.	X				X	

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF CORRECTION (cont'd.)						
15. Integrate male and female adult parole services under one administrator who would report directly to the commissioner.		X	X			(A) 20,000
16. Institute a meaningful Work Release Program at Cheshire Correctional Institution with responsibility for program assigned to a specific member of the institutional staff and an objective of a minimum of 5% participation by inmates.	X		X			
17. Reduce the secretarial/typing staff in the central office of the Dept. of Correction by 25%.	X		X			(A) 29,000
18. Reevaluate the adequacy of the psychological and counseling program at Cheshire Correctional Institution.	X				X	
19. Transfer x-ray equipment not presently in use at the Dept. of Health to Cheshire Correctional Institution.	X				X	
20. Determine the feasibility of relocating the central bakery and meat cutting facilities at a state correctional institution.	X				X	
21. Provide new detention facilities for accused and short-term female inmates and establish community-based rehabilitation centers.	X		X			
22. Cancel construction plans for women's facilities at Cheshire and close Niantic.	X		X Modified			(A) 1,000,000 (B) 3,000,000
23. Eliminate regional maintenance centers by combining them with Somers and Cheshire.	X		X			(A) 36,000
24. Institute a centralized data system for criminal justice information.	X		X			
25. Reorganize the department.	X		X			
DEPARTMENT OF CHILDREN & YOUTH SERVICES						
1. Combine the Conn. School for Boys with the Long Lane School for Girls.	X	X	X			(A) 525,000 (B) 4,000,000
2. Reorganize the dept's. central office.	X		X			(A) 85,000

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DEPARTMENT OF CHILDREN & YOUTH SERVICES (cont'd.)						
3. Institute procedures to appraise and sell real estate and stocks presently held in various Long Lane School agency accounts.	X		X			
4. Move Long Lane counseling offices from the large school classroom to individual rooms now unused in the Chapel Sunday School unit.	X			X		
5. Review staff housing to improve facility use.	X		X			
6. Install a sprinkler system at Long Lane.	X			X		
7. Investigate alternatives to state-owned and operated community-based multiservice centers.	X		X			
8. Establish as policy that there will be one training facility, jointly planned, staffed, and operated by and for employees of the Correction, Children and Youth Services, and Youth and Adult Probation Dept's.	X		X			
9. Reduce the number of cars and trucks.	X		X			(A) 8,000
10. Study the feasibility of assessing parents, based on ability to pay, for juvenile custody provided by the Children and Youth Services Dept. either in state-owned or private institutions.	X		X			(A) 41,000
11. Replace the heating system at Long Lane.	X			X		
12. Restudy the benefits of establishing Children and Youth Services as the dept. responsible for all institutional and community-based services to this group of recipients.	X		X			
13. Apply through the Welfare Dept. for federal reimbursement of costs for eligible children assigned to the Dept. of Children and Youth Services.	X		X			
DEPARTMENT OF ADULT PROBATION						
1. Incorporate a single unified service of probation and parole within the Dept. of Correction.		X		X		
2. Institute work measurements and performance evaluation for the combined Parole and Probation Services.	X			X		

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
BOARD OF PARDONS						
1. Increase the budget to cover the actual cost of preparing case information for the board.	X				X	
VETERANS' HOME AND HOSPITAL COMMISSION						
1. Substitute use of the existing 36-bed hospital ward for the planned nursing home.	X				X	
2. Initiate a study on continued necessity for the state-operated veterans' hospital.	X			X		
3. Cooperate with other state hospitals to trade surplus time of medical specialists.	X		X			
4. Lease the nursing residence to the federal government for a Veterans Drug Dependency Treatment Center.	X			X		
5. Place the management of the Veterans' Home and Hospital under the supervision of the Commissioner of Public Health.		X		X		
SOLDIER'S, SAILOR'S AND MARINE'S FUND						
1. Establish a retention schedule and microfilm the records.	X			X		
2. Eliminate the separate status of the Soldier's, Sailor's and Marine's Fund.		X		X		
GOVERNOR'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED						
1. Incorporate functions of the committee into the Labor Dept.	X		X			(A)2,500
CONNECTICUT DEVELOPMENT COMMISSION						
1. Reorganize the commission to provide greater efficiency.	X		X			(A)40,000
CONNECTICUT RESEARCH COMMISSION						
1. Eliminate the function of granting funds for research by the Conn. Research Commission.	X		X			(A)575,000
2. Consolidate the Conn. Research Commission functions into the Conn. Development Commission.		X	X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
CONNECTICUT MORTGAGE AUTHORITY						
1. Charge interim financing cost to the authority.	X		X Better alternative			(B) 2,425,000
2. Establish a mortgage service fee schedule consistent with private practice.	X		X			(A) 35,000
3. Reorganize the bookkeeping system.	X		X			
CONNECTICUT SAFETY COMMISSION						
1. Abolish the commission and transfer its activities to the Dept. of Motor Vehicles.		X		X		
INDUSTRIAL BUILDING COMMISSION						
1. Abolish the Industrial Building Comm.		X	X			(A) 35,000
PLANNING COMMITTEE ON CRIMINAL ADMINISTRATION						
1. Provide an effective reporting structure for the committee.	X		X			
2. Establish a quarterly reporting cycle.	X		X			
3. Reduce the committee's office space.	X			X		
STATE LIBRARY						
1. Review present practice of maintaining 19 separate law libraries.	X			X		
2. Upgrade copying services.	X			X		
3. Initiate a plan to inventory and reduce collection size.	X			X		
4. Reduce number of professionals in the Reader Services Div.	X		X			(A) 8,000
5. Install an intercom system in the stacks.	X		X			
6. Eliminate the sale of U.S. Geological Survey publications.	X			X		
7. Eliminate duplicate typing of computer input.	X		X			
8. Evaluate the feasibility of improving security within the library.	X			X		

(A) Annual Savings
(B) One-time Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE LIBRARY (cont'd.)						
9. Evaluate the economic advantages of using the Library of Congress' MARC program tapes for cataloging purposes.	X			X		
10. Eliminate the practice of compensatory time-off.	X			X		
11. Combine the interlibrary loan service centers with the record centers.	X			X		
12. Study the feasibility of establishing a microfilming center for state agencies now using the records center.	X				X	
CONNECTICUT COMMISSION ON THE ARTS						
1. Restructure the agency's personnel, operations, and expenditures to focus on acquisition of private resources for expansion.	X			X		
HISTORICAL COMMISSION						
1. Abolish the Historical Commission as an independent agency.		X		X		
HENRY WHITFIELD STATE HISTORICAL MUSEUM						
1. Budget expenditures for major repairs and maintenance in the museum's annual appropriations request.	X		X			
2. Consolidate operation of this museum under the Park and Forest Commission.	X				X	
INSURANCE PURCHASING BOARD						
1. Assign responsibility for surety bond purchasing and administration to the board.		X	X			
2. Employ an additional clerk in the Insurance Purchasing Bd. office.	X			X		
3. Establish clearly defined plans to cover the absence of the chairman or agent-of-record.	X		X			
4. Review administrative procedures to minimize demands on chairman's time.	X		X			
OFFICE OF THE MEDICAL EXAMINER						
1. Replace the present system with full-time pathologists and investigators.	X				X	

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
MANAGEMENT OF TRUST FUNDS AND BONDED INDEBTEDNESS						
1. Modify the method of managing state funds.	X		X			(A) 2,000,000+
2. Consider a flexible approach to bond financing.	X		X			See # 1
SURETY BOND						
1. Eliminate the Committee on Bonding and transfer responsibility for surety bond purchasing to the Insurance Purchasing Board.		X	X			(A) 4,500
GROUP LIFE INSURANCE						
1. Amend the State Personnel Act to provide a general statement of policy on group life insurance, delegate responsibility for development of specific plans to the Commissioner of Personnel, and delete the existing specific plans.		X			X	
2. Increase group life coverages to provide insurance equal to twice the employee's annual compensation at all salary levels.	X				X	
3. Create an Employee Insurance Purchasing Board and abolish the Group Ins. Commission.		X			X	
4. Automate the payroll insurance audit function as part of a new state-wide payroll processing system.	X		X			
STATE EMPLOYEES' RETIREMENT PLAN						
1. Require that every proposal affecting retirement benefits be accompanied by an actuarial estimate of cost and impact on retirement funding.	X	X	X			(A) 1,500,000+
		In addition to new funding requirements various 6.4 accounts are now charged by the Comptroller for fringe benefits.				
2. Adopt a program of actuarial funding designed to support current service payments and eliminate the balance of unfunded past service costs.		X	X			
3. Conduct a comparative review of all eligibility, benefit, and administrative provisions of the various state retirement plans for the purpose of proposing changes.	X		X			
FORMS AND PRINTING						
1. Centralize Forms Management Publications, and Printing Purchasing in one service area.	X				X	

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
FORMS AND PRINTING (cont'd.)						
2. Process duplicating and printing requisitions including agency produced materials through a central area.	X				X	
3. Consolidate agency printing facilities.	X				X	
4. Expand use of pricing schedules.	X				X	
5. Change publication requirements.	X				X	
6. Establish copy centers with reporting responsibility in Central Control.	X				X	
7. Control use of hot metal typesetting.	X				X	
PROPERTY MANAGEMENT						
1. Consolidate real and personal property functions and responsibilities under a Central Property Management office.	X		X In process of developing central inventory		X	(A) Inestimable Millions
2. Establish an effective, centralized real property management system.	X		X	X	X	
3. Establish an effective, centralized personal property management system.	X				X	
4. Study the feasibility of air conditioning state buildings based on age and future use.	X		X			
TELEPHONE AND TELEGRAM COMMUNICATIONS						
1. Establish a Telecommunications Div.	X				X	
2. Provide for operator control of outgoing long distance telephone traffic over the centrex system for the UConn at Storrs.	X			X	X	
3. Provide for operator control of outgoing long distance traffic over the centrex system to be installed at the Farmington Health Center.	X				X	
4. Institute use of WATS under operator control in the Htfd centrex.	X				X	
5. Install operator-controlled WATS at McCook Hospital in Htfd.	X				X	

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
TELEPHONE AND TELEGRAM COMMUNICATIONS (cont'd.)						
6. Install WATS of FX circuits where appropriate.	X				X	
7. Reduce rental cost of telephone equipment used by the state.	X				X	
8. Instruct the telephone company to remit all coin telephone commissions to the Comptroller.	X			X		
DATA PROCESSING						
1. Establish a Div. of Information Systems.		X	X Data Processing transferred to Executive Branch effective 10/1/73		X	
2. Reorganize the State Data Center.	X				X	
3. Implement data processing and information systems planning procedures.	X				X	
4. Develop a standard job accounting and billing system for users of data processing facilities with the cooperation and guidance of the financial organization.	X				X	
5. Establish an internal education program for data processing and agency user personnel.	X				X	
6. Develop uniform procedures and documentation standards for systems' design, programming, and operation.	X				X	
7. Coordinate an effective exchange of plans, concepts, systems, and programs with local, state, and federal government bodies.	X				X	
8. Coordinate the development of information systems with the Legislative and Judicial Branches of the government.	X				X	
9. Conduct regular reviews and evaluations of operational systems.	X				X	
10. Study the value of purchase and third party lease-back arrangements for computer equipment requirements.	X		X			(A) 850,000+
11. Conduct continuing evaluations of data processing personnel policies and procedures.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
DATA PROCESSING (cont'd.)						
12. Develop performance evaluations for equipment and software acquisition.	X		X			
13. Establish the positions of Dir. of Information Systems and Dir. of Central Data Processing Services in the unclassified category.	X			X		
STATE-WIDE PERSONNEL POLICIES						
1. Develop a program for the selection, training, direction, evaluation, and compensation of key management employees.	X		X			
2. Implement a comprehensive state-wide program of manpower requirement forecasting.	X				X	
3. Initiate and conduct a pilot management-by-objective program.	X				X	
4. Provide flexibility in work-week policies to meet the needs of various agencies at minimum cost.	X		X M. V. Dept. (Example)			
5. Prepare a handbook for use in employee orientation/training.	X				X	
6. Establish a system of state-wide and agency-level employee newsletters and other communications media.	X				X	
7. Amend the policy on employee sick leave accrual and require management enforcement.		X		X		
8. Eliminate longevity payments to state employees.		X		X		
9. Require annual recomputation and adjustment of maintenance rates, allowances, charges, and eligibility.	X				X	
10. Establish clear policies regarding consumption of refreshments during working hours and require strict adherence to the time allowed for this activity.	X		X			
11. Limit accumulation of vacation days to one year's eligibility plus the current year.	X			X		
12. Include unclassified positions in the established classified layoff procedures.	X				X	

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE-WIDE PERSONNEL POLICIES (cont'd.)						
13. Establish a personnel policy prohibiting the employment of relatives within the same reporting unit.	X	No clear state-wide policy implemented, but each agency has been sensitized.				
14. Update the contents of the Personnel Policies Procedures Manual.	X		X			
15. Authorize direct deposit of employees paychecks to bank accounts.	X				X	
16. Institute a management incentive program.	X				X	
17. Reduce vacation allowance granted to new employees.		X		X		
18. Institute clear conflict-of-interest policies to guide state employees.		X			X	
FLEET OPERATIONS						
1. Consolidate passenger car and truck supervision under a fleet manager.	X				X	
2. Reduce the passenger car fleet by 1,085 units.	X		X			(A) 1,000,000
3. Improve and extend car pool facilities throughout the state.	X		X			
4. Recycle the preventive maintenance schedule.	X				X	
5. Standardize and expand the cost and use reports for passenger cars.	X		X			
6. Establish driver testing and training programs to reduce accidents.	X			X		
7. Abolish the use of gasoline credit cards.	X			X		
8. Study the feasibility of using mini-bus service between agencies in the Hartford area.	X			X		
9. Institute vehicle inspection, reporting and fueling procedures at Central Car Pool locations.	X		X			
10. Review passenger car replacement policies and disposal techniques.	X		X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
RECORDS MANAGEMENT						
1. Discontinue purchases of office files and construct 12,000 square feet of module additions to the records center at time intervals which will provide adequate storage facilities.	X			X		
2. Study potential microfilm applications for records retention and, if indicated, initiate and establish a meaningful control facility within Records Management.	X				X	
3. Study records requiring long retention periods to develop procedures for purging individual records.	X				X	
HEALTH SERVICE COST						
1. Consolidate health insurance premium notice audits in a central location performing similar functions for a group life and other voluntary payroll deductions and/or paid benefits.	X				X	
CASH MANAGEMENT						
1. Implement a formal cash forecast system.	X		X			(A) 2,000,000+
2. Eliminate separate trust funds for employee withholdings.	X				X	
3. Invest available excess monies in the Redevelopment Condemnation Awards Fund.	X			X		
4. Consolidate civil list and trust fund bank accounts into the minimum number permitted by law.		X	X			
5. Conduct a study to determine the need for lockbox depositing systems by various agencies and departments.	X				X	
6. Restrict the use of petty cash funds.	X		X			
7. Improve the internal controls regarding check-signing duties.	X		X			
STATE-WIDE REORGANIZATION						
1. Restructure the Executive Branch.		X	X			
2. Form an executive committee.	X			X		
3. Establish a Dept. of Administration and Personnel.		X	X			

(A) Annual Savings

Department and Recommendation	Executive	Legislative	Implemented And In Process	Rejected	More Study	Savings Implemented And In Process
STATE-WIDE REORGANIZATION (cont'd.)						
4. Establish a State-Wide Services Div. in the Dept. of Administration and Personnel.		X		X		
5. Establish a Methods and Procedures Section in the Dept. of Administration and Personnel.		X		X		
6. Establish a Dept. of Labor and Commerce.		X	X (Dept. of Commerce)			
7. Establish the Dept. of Public Safety to provide effective coordination of protection and safety activities in the state.		X		X		
8. Reduce the number of remaining boards and commissions.		X			X	
9. Combine the Treasurer's Comptroller's, Finance and Control, and Tax Dept's into one agency headed by an appointed Commissioner of Finance.		X		X		
10. Establish a Dept. of Social Services.		X	X Council on Human Services			(A) Inestimable (B) Inestimable
11. Establish the position of Dir. of Food Services with responsibility for all food service operations in state institutions.		X			X	
12. Review the need for federally funded positions when the subsidy is eliminated.	X		X			
13. Expand the office which handles federal/state fund coordination to offer consulting assistance to state agencies.	X		X			
14. Review new or expanded state programs for availability of federal funds.	X		X			(A) Inestimable
15. Develop procedures for automatic distribution of federal bloc grants to the state as well as local governments.	X					
16. Establish an employer/employee agreement that job longevity is limited to the life of federal project funds.	X			X		

(A) Annual Savings
(B) One-time Savings

